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ABSTRACT

This book provides information on workplace volunteering and how employee volunteering programs operate in specific corporate cultures. Chapter 1 focuses on the rationale upon which corporate volunteer programs are constructed. The rationale's four basic components are discussed in detail: quality of life, worker participation, responding to others' expectations, and displaying moral leadership. Chapter 2 describes and assesses the basic promotional strategies used by many companies as well as the overall results of a national survey on employee volunteering. In chapter 3, five basic types of formalized workplace volunteer programs are discussed: clearinghouses, group projects, loaned personnel programs, teams, and retiree programs. Chapter 4 describes various ways in which companies work with each other, with voluntary organizations, and with public agencies to promote volunteering. Chapter 5 addresses union member volunteering, organized labor's best kept secret. Small business volunteer programs are the focus of chapter 6. Each chapter provides general information on its title subject followed by profiles of companies who operate the type of employee volunteering program under discussion. Two to six profiles are included in each chapter. (YLB)

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A NEW COMPETITIVE EDGE

Volunteers From The Workplace

Cynthia Vizza
Kenn Allen
Shirley Keller

Foreword by George Romney

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No project of any size and scope is the result of a single individual's efforts. The publication of this book is no exception. As a key part of the Workplace in the Community project, *A New Competitive Edge* is the culmination of almost two years of research, interviews, data collection, writing and editing. It was a true partnership effort: from the corporate sponsors who believed in it and provided the funds to make it happen, to the more than 500 companies, labor unions, Volunteer Centers and other nonprofit organizations who provided us with information about workplace volunteering to include in it, to the variety of people who worked to put that information on these pages.

We are particularly grateful to the Levi Strauss Foundation whose early interest and support of the idea for the project and book translated into its initial challenge grant and for the helpful counsel its staff has supplied over the past two years. We are similarly grateful to CBS Inc., Honeywell Inc. and the Aetna Life and Casualty Foundation for answering the challenge—giving monetary and programmatic support to operate the project. Without the additional interest and funding from Tenneco Inc., McDonnell Douglas Corporation and the Dayton-Hudson Foundation, the book could not have been produced.

We appreciate the help of the companies highlighted in the book, particularly those profiled companies whose management and employees shared their time, insights and information to provide a closer look at how employee volunteering programs operate in specific corporate cultures. We were also fortunate to have the active participation of several members of VOLUNTEER's board of directors, who provided their insights about workplace volunteering and reviewed parts of the book's manuscript.

As a contributing author and the project's director, I am also personally grateful to the other members of VOLUNTEER's staff

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Workplace volunteering has been a growing force in the field of volunteering over the past ten years. It continues to be a valuable tool that has not yet been utilized to its full potential by the companies, unions, worker volunteers and community agencies actively involved with it. This book is an acknowledgement of that potential, of the achievements thus far and of the challenges still to be faced by all of us working to maintain and expand involvement by volunteers from the workplace.

Shirley Keller
Vice President, Workplace Programs
1986

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FOREWORD

Our nation is great because our founding citizens recognized that there are a variety of ways in which we might solve our problems—through government, through the private business sector and through the voluntary sector. Throughout our history, each has made significant contributions to building our society and to assuring freedom, opportunity and justice for our people.

In the past ten years, a new contribution from the business sector has emerged—the time, talent and energy of workers, acting individually and collectively, with the encouragement and support of management, in community service projects. Employee volunteering is one of the greatest new resources for problem-solving that we have ever discovered.

As importantly, it is a tool through which business can achieve its own social and economic goals and can respond creatively to the expectations and needs of its workers. It is fast becoming, as the title of this book suggests, "a new competitive edge" for those businesses seeking the most from their most important assets, their people, for the benefit of the community, the workforce and the business itself.

VOLUNTEER is proud to have been able to play a leading role in spreading the word about workplace-based volunteering and in supporting its growth and development through services to and advocacy for the business community. With publication of *A New Competitive Edge,* we move into a new, more sophisticated era, in which the rationale for employee volunteering must be tightly interwoven with the needs of communities, workers and corporations themselves. We remain committed to doing all that we can to help strengthen this new contribution of business to the building of our free society.

George Romney
Chairman of the Board
VOLUNTEER

Chapter 1

CREATING A NEW COMPETITIVE EDGE: THE RATIONALE

By Kenn Allen

In 1985, over 600 major corporations sponsored structured activities to involve their workers in community service volunteer activities. More than 200 companies reported in VOLUNTEER's 1985 Workplace in the Community survey that almost 300,000 of their workers were active as volunteers. Based on commonly accepted national averages, that could translate into some 50 million hours of community service, worth approximately $400 million annually.

The roster of "involved companies" ranges from the largest to the smallest on the *Fortune* and *Forbes* lists, from industrial giants to emerging service businesses, from headquarters of multi-nationals to their local outlets. They span virtually all industries: energy, communications, banking and financial services, insurance, chemicals, transportation.

Their employees are involved in health, education and cultural activities. They work with neighborhood groups, hospitals and recreation centers. They raise money, sit on governing boards, provide management assistance and help provide direct human services. They work from corporate headquarters, regional offices and manufacturing facilities. They include both Hugh Jones, chairman of Barnett Bank of Jacksonville, Florida, who founded the Korean Heart Program there and works with the children it serves, and Vince Terialles, a cook on an ARCO Marine ship based in Bayport, Texas, who developed and managed a volunteer CPR training program for his local Red Cross.

Some get released time from their jobs to volunteer, while others serve on their own time. Some work in teams led by other worker volunteers, some work in group projects managed by their company, and others work on individual assignments. Growing numbers of employees are able to use their volunteer time to obtain cash grants from their companies for the organizations they serve. A few get awards for their work; most do not.

Over the past ten years, corporations have become one of the primary sources of volunteers for nonprofit organizations. In that decade, employee volunteering has been the area of greatest growth and development in the field of corporate community relations as well as one of the most significant developments in the voluntary sector.

Why, at a time of extraordinary challenge to American business, has this been so? Today's business leaders must cope with an astounding array of external factors—rapidly changing economic conditions, increased foreign competition, deregulation and threats of hostile takeovers. At the same time, they must deal with problems basic to their internal operations—obsolescence of manufacturing facilities, renegotiation of labor contracts, technological change and, for many, low profitability or significant losses. They must understand and cope with changes in the composition, values and expectations of their workers and with the growing number of polls that suggest public confidence in their leadership and performance is near an all-time low.

Why, then, are corporations of all sizes and shapes devoting significant human and financial resources to an activity that, at first glance, appears far removed from their primary goals of making products, delivering services and generating a profit?

The answer may lie in part in Peter Drucker's injunction that, "In turbulent times, the first task of management is to make sure of the institution's capacity for survival, to make sure of its structural strength and soundness, of its capacity to survive a blow, to adapt to sudden change, and to avail itself of new opportunities."

Or, it may be that corporate leaders are seeking to avoid "retreating into the past," as Arnold Brown and Edith Weiner warn against in *Super-Managing*, by "accepting, adopting and adapting the positive aspects of the past as part of some newer model of life in the present and future."

Indeed, encouragement of employee volunteering may be a central feature of corporate efforts to respond to the kinds of challenges defined for business by writers like Peter Drucker, John

Naisbitt, Brown and Weiner, and James O'Toole, observers upon whom we will rely throughout this chapter to create a sense of the environment in which corporate-sponsored volunteer programs exist.

The answers to the question of "why," when properly framed and understood, create a solid rationale for the work that has been done thus far in employee volunteering. They also argue, persuasively we believe, that it is in the best interests of society at large not only to support such programs where they exist but also to encourage them where they do not. Employee volunteer programs ought not be the marginal activities they now are in many corporations. Rather, as we will argue throughout this chapter, they should be seen as an integral part of the effort of corporations to respond creatively and effectively to their many and varied constituencies.

Employee volunteering is important for three fundamental reasons:

First, employee volunteering is an appropriate and effective tool that corporations can use in meeting their overall economic and social goals and in responding to the expectations of their various constituents or stakeholders.

Second, it is a source of human talent and energy for communities seeking solutions to difficult human, social and economic problems. Corporations provide willing volunteer hands and people with specific skills and expertise that may be unavailable anywhere else.

Third, because the workplace plays a central role in the lives of most Americans, corporations can support and encourage volunteering as one of the ways in which individuals can help themselves and others throughout their lives. Doing so is not only the morally correct position for corporations but also one that will help strengthen their workforces.

It is from these three reasons that we will weave, throughout this chapter, the rationale upon which corporate volunteer programs are constructed and from which efforts to expand and strengthen such programs must proceed.

The notion that the health of business is intertwined with the health of the society is hardly a new one. Writing in *The Americans*, Daniel Boorstin reminds us that the dual identity of business leaders as community leaders is an important characteristic of our national life, dating back to the early days of the nation. "Not to boost

your city," he wrote of business leaders in the mid-19th century, "showed both a lack of community spirit and a lack of business sense .... Here was a new breed: the community builder in a mushrooming city where personal and public growth, personal and public prosperity intermingled."

That sense of interdependence has been reinforced at key points in the nation's history, most recently in the urban disorders of the 1960s that provoked the view, in the words of Norman Kurt Barnes in *Fortune*, that "business had both a moral obligation and a compelling need to deal with social problems—that just making money wasn't enough."

That has led to the now commonly accepted view that William Andres, CEO of Dayton Hudson, states as, "A healthy community leads to healthy business in the long run."

It is prudent, then, for business to be knowledgeable of and concerned about the problems confronting the communities in which they do business. Moreover, such prudence is consistent with good business practice.

"I firmly believe that a corporation exists to profit its shareholders," says William Woodside, American Can chairman. "But if I spread that horizon a little and say the responsibility is to keep the corporation healthy and growing, then I am face to face with social issues that—if not resolved—will make it increasingly difficult for that corporation to thrive in the future."

It is that "spreading of the horizon" that has led to the view that corporations have multiple constituents and that corporate practices and programs must be as responsive as possible to all of them. Writing of what he calls "vanguard" corporations, James O'Toole says that they "believe that shareholders are best served in the long-run when corporations attempt to satisfy the legitimate claims of all the parties that have a stake in their companies: consumers, employees, suppliers, dealers, special interest groups, host communities, government, as well as shareholders."

As corporations have come to these new recognitions of the world around them and of the importance of meeting the needs of multiple constituencies, they have sought to create new tools and resources with which to respond. One of these is employee volunteering.

The development of employee volunteer programs essentially has paralleled that of broader efforts at corporate social responsibility: from taking individual, largely entrepreneurial first steps; to reacting to crisis in the community; to recognizing the value of

such programs as tools in meeting the needs of many constituents; to fully integrating them within their cultures. "Involved companies" can be found at all points on this continuum. The 15 companies whose efforts are profiled in this book—our version of O'Toole's "vanguard"—represent a variety of approaches. Each has fashioned a program that respects and responds to its individual corporate culture.

Some, like Levi Strauss & Co. and Honeywell, have fully integrated their programs into the total life, operations and value systems of the corporations. Others, like Scott Paper and Pacific Power & Light, are either just getting started or deliberately have created structural distance between the programs and the corporation.

Some, like Shell Oil and Exxon Company U.S.A., have found strength in collaboration with one another. Others, like Tenneco, have focused on building partnerships with both public agencies and private organizations.

But no matter how they've done it, each has recognized that employee volunteering is more than a community service. It is a resource that can cut across the entire panorama of issues facing corporations and become one more powerful resource to mobilize not only in times of trouble but whenever new opportunities present themselves.

Companies have discovered that employee volunteer programs are *tools*

- to respond to the expectations of the public, the government and their own workers that they will become involved in community problem-solving;
- to address the interests of their multiple stakeholders;
- to build a loyal, productive, empowered and participating workforce;
- to create healthy communities in which to live and do business; and
- to demonstrate moral courage and leadership.

From this discovery has evolved a rationale for employee volunteering—one so strong that it has created a position as unassailable as that existing in one company where a former executive can say, "If everything came to fall apart, bottom line, they'd still hang on to volunteerism. It would be the last thing to go in their community affairs and philanthropy program. They would cut out major grants, they would cut out every other program before they cut that out."

That rationale has four basic components, each of which is dis-

cussed in detail in the balance of this chapter:

1. Volunteer programs are a way for corporations to respond to workers' concerns about the quality of life in their working and living environments.
2. Volunteer programs are a way to increase and reinforce workers' skills, particularly in leadership and participatory decision-making.
3. Volunteer programs are a way for a business to respond affirmatively to the public's expectation of its involvement in community problem-solving.
4. Volunteer programs are a way for corporations to demonstrate moral leadership, "doing the right thing," which redounds to the ultimate benefit of the company.

The Quality of Life

Volunteer programs are a way for corporations to respond to workers' concerns about the quality of life in their working and living environments.

Daniel Yankelovich, the noted pollster, has devoted a great deal of energy to tracking changes in American lifestyles and values, most recently around the nature and impact of work in peoples' lives. In reporting his studies on perceptions of the work ethic, he concluded, "Rather than defining success in terms of externals—large homes in good neighborhoods, expensive cars and clothing—those who hold expressive values [mainly those growing up in post-World War II America] focus on inner intangibles, valuing personal self-expression and the fulfillment of one's potential as an individual."

He is quick to add that his findings "show that expressive values can enhance the work ethic when the people who focus on personal growth see their jobs as an outlet for their own self-expression and self-development .... People whose primary motive for work is self-development almost universally endorse the work ethic."

This values shift is critically important to corporations as they seek to realize their economic and social goals. "The corporation's competitive edge is people," John Naisbitt writes in *Reinventing the Corporation*, "an educated, skilled work force that is eager to develop its human potential while contributing to the organization's growth."

But it is no longer a buyer's market. Corporations concerned about their future institutional success must give attention to at-

tracting and retaining the best possible workers. They must, as Peter Drucker suggests, "... look upon the labor market as a market to which they have to sell their jobs .... jobs are just as much a 'product' as toasters or shoes or magazines, and need to be marketed to the potential customer."

Naisbitt puts it a bit more bluntly: "If you had your choice, as the people in a seller's market will, would you work for an authoritarian, hierarchical company or for one which had built a reputation for respecting people and offering them a chance to grow personally?"

Cornell Maier, chairman and chief executive of Kaiser Aluminum and Chemical, captured the essence of the issue in a 1985 speech at the Minnesota Keystone Awards program. "The quality of life is what helps us attract, and keep, valued employees," he said. "Our employees all have lives of their own, aspirations and desires outside the confines of their offices and work stations. They want to live in healthy, vibrant communities, with happy, productive friends and neighbors."

Corporations have sought a broad variety of ways to respond to worker concerns about quality of life. Some have gone to the heart of how work is organized and managed within the company. Others have provided on-site day care and have experimented with sabbaticals for workers. Still others have initiated everything from on-the-job Bible study to "organized fun" to highly structured athletic competition between companies.

Perhaps most pervasive has been the corporate preoccupation with health, fitness and wellness. "Corporations are treating their human assets with new concern, encouraging their people to stop smoking, lose weight, exercise and learn to manage stress," John Naisbitt reports. "What might have been considered an intrusion into one's personal life in the past is fair game when people are a company's strategic resource."

While such programs may seem removed from the mainstream of corporate life, Naisbitt points out that they are beneficial in what may as yet be unrecognized ways because "those psychic rewards people want—challenging work, personal growth, learning new skills, autonomy, participation, respect, acknowledgement, effective management, and information—are exactly what business needs now. If people did not already want these things, business would have to find a way to sell them these ideas."

As the above examples illustrate, not all quality of worklife programs need to take place on the job. There is a growing body of

literature to support the "compensatory model of adjustment to work": Individuals who are not achieving satisfaction on their jobs may attempt to compensate by engaging in satisfying and involving nonwork activities.

Joseph Champoux of the Robert O. Anderson Graduate School of Management at the University of New Mexico says that for some workers, attempts to modify their jobs may be an unnecessary expense or even an impossibility in some workplace settings. Corporations in such circumstances might reasonably look to sponsorship of appropriate nonwork activities to provide the needed compensation.

Employee volunteering is an obvious kind of nonwork activity that can contribute to both aspects of corporate efforts to address worker concerns about the quality of life: for the workers as individuals and in the community in which they live.

For the community, such programs provide a new and needed source of volunteer time, talent and energy to deliver services, strengthen public and private community institutions and organizations, solve problems and plan for the future. For the individual, volunteering is a satisfying form of unpaid work that helps to create connections with the community, strengthens personal relationships and reinforces the importance of personal action.

Historically, volunteering has been an important part of the American approach to meeting human and community needs. The renewal of interest in it over the past 20 years has come from four realizations: that paid professionals cannot meet all needs nor respond appropriately to all situations; that individual citizens, as volunteers, can bring their talents and concerns to bear on community problems in a way that expands and complements those professionals; that community problems are often too important to be left in the hands of a few to solve; and that volunteering is a positive activity for the volunteers themselves, increasing their satisfaction and sense of empowerment with their role as concerned, involved citizens.

Involvement in the community—and the personal psychic benefits that grow from it—are as much a part of a total wellness effort as physical recreation, company-sponsored tour groups or Friday afternoon beer blasts.

Studies of why people volunteer and why they continue to volunteer support the view that it provides important psychic benefits. In the 1985 Gallup survey on volunteering, for example, 52% of those who volunteer indicate that they continue to do so be-

cause they "like doing something useful and helping others"; 32% said they "enjoy doing the volunteer work and feeling needed." Volunteering, in short, makes people feel good about themselves.

Yankelovich, in his 1981 book, *New Rules*, concluded that Americans are tired of being alienated from each other and from their institutions. Rather, he argued, they are seeking a new "ethic of commitment" and connection to overcome that alienation. As Don Craib, chairman of Allstate Insurance, has said, volunteer programs "acknowledge that people want to identify with their institutions, and they provide that opportunity in a wholly positive context."

There are practical benefits to corporations of the good feelings and sense of connection that come from volunteering. Those benefits are reflected repeatedly by middle managers who find that workers using released time for volunteering are more productive and have a lower rate of absenteeism than those who are not involved.

Or, as Doug Thom, international support technical manager for Apple Computer, put it, "I volunteer because I enjoy interfacing with people. It makes me a better employee and creates a more homogeneous environment because you know your company and your community better. A happy employee is a better producer and the company benefits from that."

Muriel Mahon, former volunteer coordinator for Metropolitan Life and now a consultant to the company, makes a similar report on the impact of their volunteer program. "Many employees who were new to New York found volunteering met a lot of their needs in meeting people and in understanding and becoming an active part of their new community," she said.

Such benefits are not only available to new employees. Lee Wickstrom, an industrial engineer for Honeywell, says, "Volunteering becomes especially useful to managers because it utilizes their creativity and experience. In addition, it's useful to young managers in their mid-career who may need more challenging assignments."

Workplace-based volunteering recognizes and reinforces the importance of unpaid, helping work in our lives. It offers additional opportunities to provide in all ways for ourselves and our families, to contribute to our community and to grow personally and professionally. Participation in helping and problem-solving activities is an empowering experience, reminding each of us of our power to make a difference in the lives of others and in the quality of life of our community. Empowered people who believe in

themselves contribute to high productivity and success in a business environment.

As Cornell Maier said, "A corporation is nothing more than a collection of people organized to accomplish more together than they can individually. It is the *people* who make up our corporations . . . [and] . . . we have better [people] because of their involvement in community programs and organizations."

Worker Participation

Volunteer programs are a way to increase and reinforce workers' skills, particularly in leadership and participatory decision-making.

A 1982 survey by the New York Stock Exchange found that 41% of companies with more than 500 employees had worker-management participation programs. Such facts led Arnold Brown and Edith Weiner to conclude in *Super-Managing,* "The 1980s will mark the first decade of widespread employee participation in decisions regarding job design, work schedules, intercompany relations, and goal setting."

One implication of such participation will be to change management's expectations of how workers will perform. "We are shifting the ideal of the model employee," John Naisbitt writes in *Reinventing the Corporation,* "from one who carries out orders correctly to one who takes responsibility and initiative, monitors his or her own work, and uses managers and supervisors in their new roles of facilitators, teachers, and consultants."

Such a dramatic shift will not be made painlessly, either on the part of the individual workers or of those who must both manage them and simultaneously change the style of their management. As Leonard Apcar reports in *The Wall Street Journal,* it is most likely to be those middle-level managers who have the most difficulty making the change.

"Hourly workers who have been ignored for years, usually like the idea of being listened to, and top executives who launched the program are eager for it to happen," Apcar says. "But mid-level employees . . . are sandwiched in between. They worked hard to get into management and tend to guard their old-style authority jealously. They grew up in a system in which 'management has all the answers'—even if it didn't—and they have long been taught that their job is to keep the hourly employees in the dark and the production lines humming. Many managers and supervisors dig in to oppose the change."

Volunteer programs offer an excellent opportunity for some employees to gain the leadership and participation experience they need to work effectively in the new business environment of employee participation in planning and decision-making. Similarly, they offer middle managers the opportunity to participate in work situations with employees that are more collaborative than hierarchical, helping them to become comfortable with the desired new forms of workplace interactions.

Almost directly paralleling the growth of worker participation programs has been the development of "involvement teams" as a primary model of workplace-based volunteering. As practiced by companies such as Levi Strauss, Allstate, Security Pacific National Bank and Federal Express, the teams place responsibility for planning and implementing volunteer programs directly in the hands of employees who are volunteering to serve as program managers. At least two companies, Fluor and Pacific Power & Light, have carried the model to the extent of incorporating their teams as separate, nonprofit organizations.

Typically, involvement teams include a cross-section of employees, with janitors, machine operators, supervisors, secretaries and computer programmers working side by side to identify community needs and determine how best the team (and, by extension, the company) can respond. They plan and implement specific projects that most often will involve employees beyond those who are team members as volunteers. Distinctions between managers and non-managers are at worst blurred and usually invisible. The team works under the leadership of a chairperson who is as likely to be a line worker as a supervisor.

Ira Hirschfield, executive director of the Evelyn and Walter Haas, Jr. Fund and former vice president at Levi Strauss with responsibility for the development and operation of the company's Community Involvement Teams worldwide, has identified at least three ways in which the teams contribute to the company's overall effort to strengthen worker participation: They offer workers the opportunity to learn and practice leadership skills, they build experience working in teams, and they strengthen manager-worker relations.

"What does it mean to work on a project together and then to go out afterwards and have a drink and talk?" he asks. "They usually end up getting back to something going on on the production floor, something back at the workplace. It adds a humanizing factor and helps to remove barriers.

"The major focus of Levi Strauss & Co.'s plants is production.

Individuals are reviewed and paid based on their individual productivity. The company's volunteer activities are built around a team concept, where people come together and work together, not just by themselves. In addition to the advantages for the community, it's a stress reducer and a skillsbuilder. There are countless ways in which it helps."

The goal of worker participation efforts is to build a greater sense of ownership and control by workers over the results of their labors. For example, companies such as Alcoa, Westinghouse and Bethlehem Steel now invite line supervisors and workers from their mills to visit with customers. An Alcoa executive was quoted recently in *The Wall Street Journal* as describing the importance of such programs this way: "It's useless to ask employees to do a better job if they aren't empowered to take steps toward that goal."

That sense of empowering workers also is part of Levi Strauss's Community Involvement Teams, according to CEO Robert Haas. "We have a responsibility to improve the quality of the lives of all the people who work for us," he says. "We try to enrich their jobs—but there is a limit to what can be done to make sewing jeans interesting and fulfilling."

Because of that limitation, which is inherent in the nature of their work, Levi Strauss goes beyond the workplace to offer opportunities for community participation that have, according to James O'Toole, "bolstered the status and self-esteem of employees."

Such efforts contribute to what Kevin Sweeney, chairman of the American Center for the Quality of Work Life, has said is "the goal . . . to allow each person to bring their brain and their brawn to the success of the enterprise."

At Federal Express, the impact of volunteering on skills has been expressed somewhat differently, but no less compellingly. The company has identified eight managerial skills that are important to its work: teamwork, ability to motivate others, organization, leadership, listening, decision-making, speaking and writing.

In a recent survey of employees who volunteer through the company's Corporate Neighbor Team, over 40% of the respondents indicated that they had gained skills in seven of the eight areas from their volunteering. Positive ratings ranged from a low of 43% for speaking to 67% for teamwork. Between 53% and 57% responded positively about leadership, organization and ability to motivate others. Only writing was rated low, cited by 28% as an area of improvement.

Barbara Ragland, senior manager of community service, says of

the survey results, "The degree of time and effort contributed to the teams is perceived to rate proportionately to personal career development and productivity. The program actually provides leadership opportunities for some that they would not otherwise have in their Federal Express work experience. For these employees, team leadership experience is also seen as contributing to overall job satisfaction."

Atlantic Richfield also has evaluated its employee volunteer programs in terms of benefits to participants. Among those most highly rated were personal growth/broadening life experience, 72%; gaining understanding of other people and situations, 69%; and a chance to meet other employees, 67%. Other important benefits included working cooperatively with others in a group, 59%; using talents and skills that are not used at work, 55%; and learning and developing new skills, 40%.

In virtually all of the companies in which people were interviewed for this book, there were concrete examples of how employees could trace direct benefits to themselves and to the company from their volunteering.

Responding to Others' Expectations

Volunteer programs are a way for business to respond affirmatively to the public's expectation of its involvement in community problem-solving.

There no longer can be much doubt about the public's expectations of the behavior of business regarding their communities. Here are just three of the most relevant examples:

- A Harris survey in 1981 concluded that Americans, by approximately a three-to-one margin, felt that corporations were doing less than they should be doing in the areas of unemployment, education and aid to the handicapped, elderly and poor.
- According to a 1983 Gallup poll, only 18% of Americans placed great confidence in business leaders. James O'Toole writes that such polls "show that the public is reacting to the lack of affirmative, moral leadership on the part of business executives."
- O'Toole also cites "a 1982 Harris Poll [that] found that some 70% of Americans give business a negative rating on meeting basic responsibilities to employees, consumers, and society."

Such expectations are not limited to the general public. One of the four convictions on which Honeywell has built its social responsibility program is that its employees "expect their company to act responsibly in community matters and to play an active part

in social concerns."

Similarly, President Ronald Reagan has called on business to accept more and more responsibility for problem-solving activities, believing that "the private sector still offers creative, less expensive and more efficient alternatives to solve our social problems."

It might be possible, of course, to offset these expectations and to rationalize negative public opinion polls by suggesting that the expectations of what business can and should do are unreasonably high. The irony is that those expectations have been formed to a great extent by the successful past performance of business and by the face business leaders show the public.

Peter Drucker, in *The Future of Corporations,* argues it is because of the very success of business, rather than its failure, that corporations are now called upon to be more involved. "The price of success for management . . . will be very high," he predicts. "We will be expected—as a result of our success—to give leadership and direction in the major problems that face the community."

One benefit of providing that leadership is that it can help develop greater public support for business while creating an atmosphere in which business can prosper. Or, as illustrated by another of Honeywell's basic convictions, doing so can help fend off unwanted pressures from government and the public: "In order to avoid unwarranted business regulation, Honeywell should address social change and business responsibilities before government is forced to act."

James O'Toole writes that policies of the "vanguard" companies address, to some extent, each of the "four great American political themes": libertarianism, egalitarianism, corporatism and humanism. Writing of libertarian concerns, he says,

> Through voluntarily meeting the needs of all stakeholders, the Vanguard reduce the necessity of appeals to government for intervention in the market and in the private affairs of corporations and citizens. By engaging in voluntary philanthropic activities, and by addressing society's major problems as business opportunities, the Vanguard reduce the scope, range, and, thus, the coercive power of government.

In *Beyond the Bottom Line,* Tad Tuleja echoes this belief. One of the benefits of corporate community involvement, he says, is that "it can keep both government and nongovernment regulators off the private sector's back. Or, to phrase the advantage negatively: Businesses that fail to respond to public expectations may sooner or later lose their customary power."

For most companies, "voluntary philanthropic activities" traditionally have consisted of the contribution of cash or products. If we accept the view that such efforts make a contribution to the corporate effort to escape greater regulation, then we can see that the mobilization of employees as volunteers will have an even greater impact than the act of putting a check in an envelope.

If the manifestation of the company in the community is no more than that check, essentially delivered impersonally, then the perception of the community will be shaped around the corporation solely as a source of money, an expectation that few companies want to or are able to fulfill. But if the manifestation of the company is in the community service work of its people, there are opportunities for interactions and learning that can build understanding, support and cooperation.

George Romney has made this point repeatedly. The basis of the relationship between corporations and communities, he says, is the recognition that the corporations have the human and financial resources the community needs, and the community has the political power and support the corporation requires. "There can be no better way to realize that," he says, "than by the active involvement of corporate employees in *all* aspects of community life."

Displaying Moral Leadership

Volunteer programs are a way for corporations to demonstrate moral leadership, "doing the right thing," which redounds to the ultimate benefit of the company.

Much has been written about the intuitive nature of excellent leadership and management, about how top executives often will rely as much on the way a problem or opportunity "feels" as on extensive analysis to reach a decision. Most of us lead a great deal of our lives in the same way, doing what feels right, without constant reference to elaborate rationales or conceptual arguments. The same may be said for why corporations engage in programs of social responsibility in general or employee volunteering in particular: They simply believe it is the right thing to do.

James O'Toole asked several executives about their companies' policies in these areas. Their replies are well worth repeating:

> When I asked Walter A. Haas, Jr . . . . what the rationale was for forming [Levi's Community Involvement Teams], he said, "It was simply the right thing to do." When I asked Jan Erteszek why he believed that every one of his "associates" had a right to share in Olga Company's

> profits and ownership, he answered: "Because it is the morally right thing to do." And when Honeywell's James Renier was asked why he stayed with the goal of participation through ten years of less-than-enthusiastic support from his fellow managers, he replied: "... It would be worth doing simply because it is the right thing to do."

Tad Tuleja points out that "the question of whether or not corporations have affirmative obligations to do good as well as negative obligations not to harm extends into an organizational context some of the oldest and most personal of moral questions."

O'Toole argues not only that corporations have that obligation but that they also are better for having accepted it. It is, he writes, "the key trait of moral leadership ... [that] separates the eminent from merely very good corporations."

It is this possibility of accomplishment that gives "doing the right thing" its ultimate benefit. But there are very pragmatic business benefits as well. O'Toole writes that in doing the right thing, business leaders "lay the foundation for the continued survival of corporate capitalism." And Don Craib, Allstate chairman and CEO, says that when corporations "help to improve social conditions, they are working to enhance their own profits as well. In the long run, the economic and social well-being of our communities assures the well-being of our corporations."

Writing in a somewhat different context, Richard J. Ferris, chairman of United Airlines, discusses his company's safety programs in airlines, hotels and rental cars, starting with the assumption that such programs are "morally right" but concluding that they also are "good business."

Doing the right thing through employee volunteer programs has the added attraction of encouraging and supporting workers to do the right thing in their personal lives, contributing in a positive way to others and to their communities. Who among us, except perhaps a long-dead Marley or a pre-reformation Scrooge, would not have it said of us, "He or she did the right thing ... and helped others to do it as well."

There are as many reasons for success as there are successful people. For many, "doing the right thing" is not part of what they believe has made their company or their work a success. But there is sufficient evidence, from leaders in all walks of life, that moral leadership and courage are powerful allies for successful people and that they should be sought in business.

The four elements discussed above—quality of life, worker participation, responding to others' expectations and moral leadership—form a strong rationale for corporate volunteer programs that emphasizes their benefit to the community, to the workers who participate and to the company as a whole. VOLUNTEER tested elements of the rationale against actual company experience in its 1985 survey of corporations that operate some form of volunteer program or engage in less formal activities to promote employee volunteering. A total of 294 companies responded to the survey. The following table indicates the benefits of employee volunteering they identified as most important for each group:

Benefits to the Community	**% of Respondents**
New resources of people	89%
New talent to apply to problems	86%
Benefits to the Workers Who Volunteer	**% of Respondents**
Provide help with community problems	87%
Increased self-worth	85%
Meet new people	83%
Opportunity to learn new skills/grow	82%
Opportunity to use skills in new situation	80%
Benefits to the Company	**% of Respondents**
Better community relations	95%
Improved public image	92%
Healthier community	77%

Despite all of the positive factors—rapid growth of volunteer programs, clearly understood rationales, perceived high benefits—it is safe to say that the vast majority of corporate volunteer programs remains "first generation." They share the following characteristics:

- They tend to involve volunteers in program activities that are relatively low-risk and thus have a relatively low impact on the most critical local problems. There are exceptions: the adoption of a public housing project by Tenneco, Texas Eastern and MBank in Houston; the work of a Xerox social service leave taker with the homeless; the interest of CBS in problems of hunger and homelessness; Metropolitan Life workers who volunteer in a shelter for

abused and homeless women; Tenneco's adoption of an inner-city high school in Houston. But the vast majority of programs focuses on traditional human services, youth organizations or cultural activities, usually at a relatively superficial level of involvement.

- They are not systematically and consciously available to all employees. There remains a tendency to think of managers and professionals first, headquarters second, office workers third and line workers hardly at all. As an example, only 19% of the companies responding to VOLUNTEER's survey reported active involvement of union members in their company-sponsored volunteer activities.
- Most programs suffer from lack of staffing and from small budgets. As discussed in Chapter 2, only 4% of the staff primarily responsible for corporate volunteer programs spend more than 75% of their time on that activity. Almost half, 48%, spend 10% or less of their time on it. Excluding the cost of staff time, 44% of the companies said their program costs less than $5,000 per year. Only 17% spend more than $50,000 per year. Under such circumstances, it is a wonder that programs have been as successful as they have been in mobilizing employees to volunteer.
- They are not subjected to the same rigorous management practices and evaluation procedures as are other corporate programs. The result is that these programs remain marginal and outside the systems that drive the corporation forward and, except in public relations terms, largely invisible to senior executives.

VOLUNTEER's original 1979 study on corporate volunteering concluded that the most critical element in the success of such programs is the interest and support of top management, including the chief executive. Jane Jordan of Barnett Bank echoed this view in 1985 when she told us, "I don't believe you can stress too heavily or too often the fact that the leadership of the CEO is critical to the success of a program like ours. Without a leader who believes in the dynamics of volunteerism, believes in the benefits it brings, and practices his beliefs every day, the work I do would be so much harder, and so much less fulfilling."

That volunteer programs do not yet have the prominence and support they might in corporations may well be traced back to the general lack of knowledge of top executives of these efforts and of their potential usefulness as tools to meet larger corporate goals. A 1983 study of CEO attitudes sponsored by Mutual Benefit Life Insurance suggested one of the reasons for this lack of support. "De-

spite increased emphasis on volunteerism, there has not been a radical change in the nature of corporate commitment," the report concluded. "Most corporations continue to view support in traditional terms of philanthropy rather than volunteerism. This attitude seems unlikely to change in the near future."

Does it make a difference that it is so? If there were only the 15 "vanguard" companies in employee volunteering profiled in this book, is that not enough? Why should anyone be concerned about whether or not corporations even undertake such efforts? Why should we not only support them if they do, but also encourage them to begin if they do not?

To no small extent, the answer lies in the increasing importance of the workplace and thus of the corporation in our personal and national lives. Tad Tuleja puts it most directly: "In a country whose business is business, all of us are stakeholders to some degree in the operation of major firms," he says. "Whatever our personal feelings about Big Business, we all have a stake in how it performs its social roles."

Apart from the obvious central role the economics of business plays in our lives, this stake has grown from what some are seeing as three critical new developments in our society.

First, paid work is a critical element in our view of ourselves and our self-worth. Many of us define who we are by what we do, with the "do" almost always defined as our paid work. More importantly, many of us use our work to reaffirm our identity and self-esteem. It is, then, in our best interests to insure that the institutions for whom we work are as concerned as possible with our total well-being and are prepared to offer us a wide range of opportunities and benefits related to making our work and our lives as fulfilling as possible.

Second, Charles Handy, British businessman turned social critic, says that as part of successfully coping with rapid and complex societal change, we require a sense of person, of purpose and of pattern. "It is essential that each of us sees himself or herself as someone with an identity," he says, "someone who matters, who makes a difference in some way to some people, who can contribute and can create in ways however small." Volunteering in helping activities can and does provide each of these satisfactions.

Third, James O'Toole argues that "workplaces have largely replaced the family, the church and the community as the central institution of society." V.R. Buzzotta, a management consultant, expands this point. "Work is the stage where we daily re-enact our

ability to master circumstance and fate, where we achieve distinction and receive recognition, and where we socialize and act toward common goals," he says.

If one agrees with observers like Handy, O'Toole and Buzzotta, then it is possible to conclude that an increasing number of us are looking to the workplace to help us cope with change, to help us find purpose and fulfillment, to sustain our self-esteem. One company, for example, was surprised to find that the most popular responses to a survey to determine what it would take to get workers to volunteer (after "released time") were: the opportunity to participate in activities of which the company approved and the opportunity to volunteer with others from the company, even when the latter would add greatly to the complexities of commuting in a major metropolitan area.

If we are to invest our employers and our workplaces with such a key role in our lives, then it is incumbent upon us to insist that they fulfill that role in as responsible, creative and "right" a way as possible. That is true whether we are line workers, middle managers or executives. Personal needs for esteem, fulfillment and purpose transcend hierarchical structures and salary schedules. Volunteering—whether "in the trenches" of one-to-one service delivery or on the boards on which so many executives sit—responds to those needs.

There is a final reason why we must be concerned about the scope and health of employee volunteer programs. It is rooted in the needs of the community for the time, talent and energy that the people within corporations can provide. John D. Rockefeller 3rd was right. Money is not enough. If we can argue, as so many business leaders have, that government should not "just throw money at problems" then neither should business limit its focus to traditional philanthropy as it takes on a larger role in community problem-solving. Money is, after all, money no matter its source. Ultimately, the human and social problems facing this nation must be solved by the work of an active, informed citizenry, not just by grants and contributions.

Every national study of volunteering in the last 20 years has arrived at the same conclusion: People who have paid jobs, whether full-time or part-time, are more likely to volunteer than those who do not. Those organizations and agencies, then, that require the support and help of volunteers must look to the workplace as the most natural and potentially most successful way to reach and recruit those people into active service.

In *New Rules,* Daniel Yankelovich wrote that in the 1980s we are entering into an era characterized by a new "ethic of commitment." Part of that ethic is the recognition that meaning and fulfillment in our lives come first and foremost from our interactions with the greater society, not through solitary "self-improvement." Another part is the growing societal consensus that each of us must assume as much responsibility for ourselves and for those around us, particularly those in need, as it is possible for us to do. The highly personal act of giving our time and talent through organized volunteering is a key element in fulfilling that search for meaning and commitment.

If we *choose* to have the workplace continue to occupy its central place in our lives, rather than because we have no alternative, then we must demand that it be responsive to and supportive of these trends.

"Doing the right thing" ultimately must mean encouraging and supporting each of us in our own efforts to lead full, productive, contributing lives. In doing so, business will benefit from healthier communities in which to live and work, from more productive and loyal workers and from increased public support.

Profile

LEVI STRAUSS & CO.

Preserving a Tradition of Community Involvement

Known around the world for its corporate social responsibility policies and Community Involvement Teams (CITs), Levi Strauss & Co. has made significant contributions toward improving the quality of life in communities in the U.S. and abroad. Coupled with the strong backing of Levi Strauss Foundation grants and contributions, volunteer activities are one of the company's top priorities.

Yet, corporate social responsibility at Levi Strauss goes far beyond caring for CIT volunteers. All employees and their communities benefit from company policies and the Levi Strauss Foundation's special emphasis contributions to economic development, families' and women's issues and programs for the aging.

The company's desire to preserve its long-standing tradition of philanthropy and community involvement figured prominently in its 1985 decision to "go private" through a leveraged buy-out. When filing with the Securities & Exchange Commission, family members noted that the buy-out "would be the most appropriate way to ensure that the company continues to respect and implement the important values and traditions of the company."

In assessing the impact of this decision on the CITs, Peter E. Haas, chairman of the board, said, "It will be easier to continue to use our resources for philanthropic activities. It will give us more freedom to do things that the family feels strongly about."

In 1984, Levi Strauss & Co. was the recipient of the President's Volunteer Action Award and the Laurence A. Wien Prize for Social Responsibility from Columbia University. Upon accepting the Wien

award, President and CEO Robert Haas said:

> *We want to involve our workforce in the life of its community. We want our employees to volunteer their time and skills. We want our people to work with nonprofit agencies in order to get a clear, personal idea of what the community's problems really are and how they can help to solve them .... Neither the natural forces of the marketplace nor the government working alone can solve these problems. But working together, the public sector and the private sector—that is, a socially responsible private sector—might just make a difference. It might make a great difference.*

Background

Social responsibility practices at Levi Strauss date back to the company's founding, when Levi Strauss, a Bavarian immigrant, set up his denim jeans business at California gold mining camps in 1830. The business prospered as Strauss offered a high-quality product and listened to what his customers wanted.

A philanthropist, Strauss supported orphanages and educational institutions, leaving behind a legacy of 28 perpetual scholarships at the University of California. When he died in 1902, he left the business and its tradition of social responsibility to his four nephews.

After the earthquake that nearly destroyed San Francisco in 1906, the company extended credit to its customers to help them recover from the disaster. In the 1930s, Levi Strauss & Company's alternative to employee lay-offs was to reduce the work week or remodel plant facilities. After World War II, the company led the fight for desegregation in all of its production facilities. It was also one of the first corporations to publish affirmative action statistics.

In the 1950s, a fourth generation took over the company's leadership, continuing to pursue the goals of their great granduncle: a quality product, the best possible conditions for employees and community service.

Because of a need to consolidate excess production capacity when the jeans market flattened in 1984, the company closed 19 plants. At the request of the Levi Strauss Foundation board of directors, Community Affairs staff developed a philanthropic policy to be applied in communities where plants closed. The policy provides guidelines for completing all community grants that had been developed through a CIT, for continuing support to the local United Way, and for making at least one significant grant to a community organization.

"We believe it is in the long-term interest of a company to treat

people with respect," says Robert H. Dunn, vice president of community affairs and corporate communications. "That's what we tried to do in developing the plant closing policy, and it's something we try to do whenever we are making a business decision," says Dunn.

The Community Affairs Program

When President Walter A. Haas, Jr., who now serves as honorary chairman of the board, established a community affairs department in 1968, the move coincided with his two-year appointment by President Lyndon Johnson to chair Region 8 of the National Alliance of Businessmen. So, Community Affairs originally operated as a regional office for a national company effort to generate jobs for the hardcore unemployed. Under the leadership of the original director, Thomas Harris, the Community Affairs Department evolved to direct the company's philanthropic and social responsibility programs.

Levi Strauss's community affairs program is based on several company beliefs:

1. The corporation's responsibility to the community goes beyond profitably providing a quality product to consumers at a fair price.
2. The employment of a professional staff whose sole responsibility is to develop, implement and monitor activities that "fit" the company and provide service to the community.
3. The establishment of a Community Affairs Department with a fixed budget. Activities based on whim or urgency are not likely to last over the long haul. The same lead-time for budgeting and planning which a marketing or production group is allowed is also needed by those charged with the social responsibility activities of a corporation. *—from "Levi Strauss 1967-77: Social Responsibility"*

"There's a culture and ethics at Levi Strauss & Co. to help your fellow man in the community through volunteerism," says Chairman Peter Haas. "Most people feel that way and we try to encourage them or show them an easier way to do it."

The community affairs program supports employees around the world in their volunteer efforts through Community Involvement Teams—local groups of employees formed to address community needs; a Social Benefits Program to encourage and support personal and financial involvement of employees in community and educational institutions; grants and contributions programs; limited released time for CIT members; and policies for socially re-

sponsible business decision-making including a plant closing policy.

Two keys to successful implementation of these programs have been strategic planning for broad goals, which has enabled the programs to withstand hard economic times, and involving people—at *all* levels—in the program design, implementation and problem-solving.

Community Affairs staff, which administers these activities, reports to Robert H. Dunn, vice president of community affairs and corporate communications. Dunn reports to Robert D. Haas, president and chief executive officer, and Peter E. Haas, chairman of the board.

"It's been a tradition of the family to have the program reporting directly to the president or chairman," Peter Haas says.

Seven regional managers are responsible for community affairs at plants, distribution centers and sales and production operations in their respective areas. The regional offices are located in Knoxville, Tennessee; Little Rock, Arkansas; San Antonio, Texas; San Francisco, California; Ontario, Canada; and Brussels, Belgium.

The regional managers assist operations in setting up volunteer programs, conduct training seminars, keep records of CIT activities and grants, and evaluate each location's program. Each manager also is responsible for all of the company's grantmaking in their region.

Community Involvement Teams

The Community Involvement Team component of Levi Strauss's community affairs program is perhaps the most widely known and one of the most institutionalized programs in the field of corporate volunteerism. All levels of employee—from sewing machine operators to plant managers to presidents—know that their participation in volunteer projects is strongly encouraged and regularly recognized by top management. From digging a well in an Argentine community to starting a child development center in Warsaw, Virginia, the 79 CITs have demonstrated their effectiveness in community problem-solving.

A CIT follows four steps in planning and implementing employee volunteer activitie

1. It conducts an assessment and identifies community needs.
2. It selects a focus area for volunteer efforts and monetary grants.
3. It conducts fundraising activities and involves employee volunteers in the project.

4. It provides the link to grant opportunities for a community agency seeking funds from the Levi Strauss Foundation.

Employees are allowed one hour off a month under a company released-time policy to attend CIT-related meetings. In addition, CITs receive technical assistance and training from Community Affairs staff at headquarters and from one of the seven regional managers. They also receive a CIT handbook, guidelines and policies.

Regional managers conduct skillsbuilding workshops for the teams, training them in how to identify a project, how to lead a meeting and how to get employees interested in the CIT concept.

To aid teams in identifying community needs, Community Affairs staff members have developed a comprehensive "Community Profiles Manual" that outlines a sample community composition and illustrates it with a sample profile. An "Employee Training Module," which includes a videotape presentation, facilitates employee volunteer participation in needs assessment.

CITs advance in stages, according to Suzanne Ward Seidel, director of community programs. "Often, CITs initially accept and fund projects through a 'heart response,'" she explains. "As they grow through an educational process, CITs usually evolve to become sophisticated, intellectual grantmakers in their decision-making."

Terence Savory, general manager of Koret of California, a subsidiary of Levi Strauss & Co. in Napa, recalls his CIT's early projects.

"The team has grown from sponsoring spaghetti feasts, holiday parties and doll parties to more nitty gritty, less glamorous projects dealing with substance abuse and mental health," he says. "They found that they had 12 annual projects and didn't have time to address more serious community issues, so they dropped them."

The Koret CIT has 22 regular members (out of 160 employees) who contributed almost 3,400 hours of volunteer service in 1984.

Martha Montag Brown, manager of community affairs, says that most teams recruit volunteers on a project-by-project basis. "It's more successful than saying 'join the team,'" she notes. "The team is really a core group of people who serve as organizers, recruiters and administrators."

The benefits that accrue from CIT involvement, according to both workers and managers, include improved worker morale, better manager/worker relationships, stress reduction, team building within the plant, and on a very personal level, the satisfaction of making a difference while increasing one's self worth.

Plant managers have indicated that employee volunteer involvement is also good for their business.

"Supporting community involvement programs helps reach out to skilled, prospective employees who want to work for a company that is profitable *and* responsible!" says Peter Haas.

Some examples of CIT projects include developing a student emergency fund at a high school for expectant mothers in Albuquerque; a pet therapy program for mental health patients in Napa, California; and a playground at a shelter for battered women and their children in Oakland, California.

Retiree CITs. A recent off-shoot of CITs has been the development of involvement teams for retirees.

"It's a natural extension from being an active employee who has participated in volunteer activities to becoming a retiree volunteer," says Martha Montag Brown. "The big difference is that they have more time and can take on a lot more daytime projects."

In Warsaw, Virginia, for example, 65 retirees formed a CIT. Frances Hinson-Brune, a retired office manager at the Warsaw plant, was hired back by company headquarters to coordinate retiree activities in the eastern U.S. after she successfully organized the Warsaw retiree CIT.

"I originally began meeting with several other retirees," recalls Hinson-Brune, "and we realized that we needed to be active again in the community."

Hinson-Brune travels to all eastern plants to work with the local retiree CIT coordinators. Thirteen plants now have a retiree coordinator, who is often the main contact with retirees.

The average retiree group has 40 to 50 members and operates independently of the regular plant CIT.

"Retiree CITs usually work with the local Volunteer Center to identify projects," says Brune, "and sometimes they will do a joint project with the company CIT."

Retiree CIT activities are as varied as the needs of the communities where they are located. In Warsaw, for instance, the CIT raised $5,000 through the sale of crafts to send rural kids to the 4-H camp.

In Arkadelphia, Arkansas, the retiree CIT works with cancer patients in a nursing home. Though the plant has been closed for some time, retirees continue their activities because the need is there.

"Friendship is important, but it's the feeling of being needed and useful that gives us the most benefit from the CIT," says Hinson-Brune.

CITs Abroad. The CITs abroad operate according to the U.S. model, but with some local variations. In England, for instance,

there is a tradition of employees raising money within the workplace for charitable and community activities. In some other countries, such as Hong Kong, Brazil, Argentina and the Philippines, the trend is more hands-on volunteering, rather than fundraising.

In Hong Kong, the CIT sponsors monthly outings for 600 elderly residents at a senior center and holds parties on special occasions, and in Dundee, Scotland, the CIT set up a domestic therapy unit for the Anton House Work Centre for Physically Handicapped. In a sewing skills project at the centre, team members maintain the equipment and train the participants in how to use it.

According to David Logan, director of special projects, in foreign countries there is much more "class consciousness" on the part of the shop floor worker and management than there is in the U.S. For that reason, managers are not allowed to be CIT members except in an ex-officio manner. As "employee ownership" of a CIT is paramount in other countries, decision-making processes belong to blue collar workers.

"The CIT is a chance for blue collar workers to engage in the organizational skills, the fun and the powermaking that come from having money and the power to give it away," says Logan. "It's a skillsbuilding situation."

CITs abroad are experiencing institutionalizing effects similar to U.S. CITs. When Levi Strauss recently sold its Argentine business, for example, the new owner maintained the CIT because it had become so integrated in the plant.

"The CITs in most of our plants abroad operate in very small towns so the people are very aware of the impact of what they do," says Logan. "The CIT members are often well known and appreciated in the town. They feel a sense of civic pride and involvement, and they don't want to give that up."

Social Benefits Program

Employee Social Benefits, a comprehensive package of diverse components pioneered by Levi Strauss & Co., encourages and supports both personal and financial involvement of employees in the community through a matching gifts program, Local Employee Action Program (LEAP) and a board service program. This combination of support mechanisms allows employees to participate in selecting the beneficiaries of company contributions.

The matching gifts program provides up to $500 to match employee contributions to eligible community agencies and educational institutions. LEAP provides grants of up to $500 for commu-

nity agencies where employees or retirees have been continuously involved as a volunteer for at least one year. In the board service program, $500 is contributed to organizations in which employees serve as governing board members.

The maximum amounts were once higher ($2,500 in matching gifts and $1,500 in the board service program; LEAP remained the same), but the company reduced them to $500 in a cost-cutting move.

Donna Tewart, 1985 chairperson of the home office CIT, says, "I look at the whole Social Benefits Program as something that's very unique. It means a lot to me." Tewart notes that the package is important to employees who may not be CIT members, but who volunteer on their own.

Financial Support

In addition to the Social Benefits Program and the fundraising activities of CITs, Levi Strauss firmly believes that a fixed budget for community affairs activities is necessary to provide the greatest impact on community needs. To that end, three types of grants, totaling 53% of the Levi Strauss Foundation's budget, are directly linked to employee volunteering.

One is for CITs to use in implementing projects. For instance, if the CIT chooses to paint a school, it may request a grant to cover the costs of paint and other materials. The grant is made directly to the organization who would purchase the materials. The average CIT has a charitable budget of $500 per year.

Another grants program allows an agency that has benefited from CIT support to apply directly to the foundation for funding. These grants range from $1,000 to $40,000, although the average is $7,500. The grant may be used for starting a program, providing services, purchasing equipment or for building projects.

The largest grant awarded to date was $40,000 to start up a battered women's shelter in Arkansas. The local CIT assessed this service as a critical need and also conducted fundraising for the shelter. In addition to getting the shelter services started, the grant paid for first-year staffing.

"Levi Strauss Foundation grants for CIT-identified needs open doors for the community," says Martha Montag Brown. She cites the example of a Levi Strauss start-up grant for a child development center in Warsaw, Virginia, which led to the state department of social services providing operating funding for the center.

The third type of financial support directly linked to employee

volunteering is the special emphasis grant, which focuses attention on issues where staff feel a significant contribution can be made to address a serious social problem. In Cotia, Brazil, for example, CIT negotiations with the mayor resulted in a $22,800 start-up grant for a medical clinic. The money purchased equipment, furniture and medical supplies, and paid the salaries of two part-time doctors for the first year. The mayor agreed to pay the salaries of two social workers, two nursing assistants and two guards. The CIT also secured pharmaceutical donations from Johnson & Johnson, administrative assistance from a medical insurance contractor, and a health intern from the Japanese-Brazilian Charitable Association.

"The tie between our CITs and grants is one of the most unique parts of our program because the CIT got started as a way to use our employees in making contributions to the community," says Suzanne Ward Seidel.

Recognition

Recognition of CITs occurs at the local level—from the community that benefits from the team's commitment—and at the plant and national levels. At annual plant ceremonies, for example, team members receive special CIT pins, and on trips to field operations, the president, chairman or senior manager always visits with the CIT.

"A direct way we show our commitment is when I visit a plant," says Chairman Peter Haas. "I make it a point to see the CIT, talk with team members, encourage them and thank them for what they're doing."

Volunteers are regularly featured in house publications, and the company provides them with training to help them on their CIT projects. Special bulletin boards in display areas at each plant contain information on CIT activities.

"People are the key to our business success, and we believe the reputation of the company affects our ability to hire and retain good people," says Robert Dunn. "We want our employees and customers to be proud of their links to the company, and the good work of the CITs contributes to this sense of pride."

Working with the Volunteer Center

When the San Francisco Volunteer Center's office space at a community college was suddenly no longer available, Levi Strauss offered the center space in one of its headquarters buildings.

Volunteer Center Director Leroy Williams says of this unusual

relationship, "Levi Strauss & Co. has provided us with a wonderful office. Even the furniture was supplied. I don't think we could have continued to operate without the free rent we have now."

In exchange, the Volunteer Center provides a variety of services to the company, including a computerized skillsbank that matches employees with individual volunteer positions in community organizations. The Volunteer Center prescreens the nonprofit agencies before making the match. It also researches projects to assist the company in its local grants and contributions programs.

"The Volunteer Center has provided us with some great services, including a monthly listing of volunteer opportunities," says Suzanne Ward Seidel, who serves on the Volunteer Center's board. "Other companies should strengthen their relationship with their Volunteer Center and develop working agreements. It's a tremendous asset."

Future Plans

Plans for future community affairs activities call for expanding one-on-one volunteering. While CITs work well in a plant situation, the company realizes that office workers and sales staff may prefer to volunteer individually rather than with a team.

"I would also like to see us utilize our Levi Strauss executives more in the community," says Suzanne Ward Seidel. "We have a lot of valuable skills and resources here in San Francisco that could be put to use in problem-solving."

Another area slotted for expansion is development of training mechanisms to expand the CITs' decision-making capabilities. At present, headquarters makes the funding decisions and long-range plans. Levi Strauss would like to turn each CIT into a "mini-foundation" with its own volunteer and grantmaking activities.

"We've learned how to support our employees better, and now, how to let them do their own thing," says Chairman Peter Haas. "We provide them with more advice and counsel than we did in the earlier days. We just want to create an environment that encourages volunteerism."

Profile

HONEYWELL INC.

Building Upon Layers of Involvement

Through its Corporate Volunteer Program, Honeywell Inc. carries out a corporate responsibility philosophy of "being sensitive and responsive to the concerns of our employees and their families, customers, investors, suppliers and communities." Designating dollars, volunteers, partnerships and internalization of this concept as the four levels necessary for corporate involvement, Honeywell has been extremely successful in designing and implementing a number of mechanisms to assure that company policies mesh at all times with its community philosophy.

Background

In 1984, Honeywell celebrated its first century as an advanced technology company with over 94,000 employees in more than 100 countries. The company's history of community involvement is almost as long. It began in 1891, when one of the company's original owners received private support from his Honeywell peers to help found the Minneapolis Institute of Arts. In the early 1900s, the company sponsored a symphonic radio program but shifted its direction during the Depression to meet more pressing needs such as a job training program for disadvantaged youth.

Over the years, Honeywell has organized employee campaigns to raise money for the Red Cross and Community Chest and helped establish the Urban Coalition. In 1967, Honeywell started a program at Walpole Prison to train prisoners in computer operations. In nine years, only three percent of the 350 participants returned to prison.

During the 1960s, the company's involvement in school systems, minority businesses and grassroots organizations led to new internal business policies, hiring guidelines and training programs. Honeywell's 1984 Community Responsibility Report describes this transition:

> To integrate community relations into company activities, Ed Spencer, now Honeywell's Chairman, called for the formation of a corporate community relations department in 1974. What started as a local effort grew to include Honeywell operations throughout the world. Under the direction of Spencer, community involvement became part of each division's business objectives.

Ronald Speed, director of corporate and community responsibility, recalls the early discussions about community involvement and social policies among companies in the Minneapolis-St. Paul area, where Honeywell is headquartered.

"At that time, Honeywell was under protest by the anti-war movement for making military products," he says. "It made us think harder and be more specific about what we thought companies should do—all the way from community involvement to business practices.

"I think [Honeywell] came out of it with a stronger, better articulated sense of corporate responsibility than a lot of other companies who didn't have to explain themselves as specifically as we did."

In 1975, Honeywell organized a Corporate and Community Responsibility Department to provide more corporate focus on community needs. The following year, the company issued one of its first corporate policies for both company and employee participation in the community. In part, it states:

> *Company Involvement.* There are many problems, needs or opportunities in our various communities where corporate effort can assist in maintaining or improving quality of life. Local management has been asked to give attention to community matters and devote company manpower and resources (including corporate contribution funds) commensurate with our size in the community. Because of differences in local situations and requirements, company programs in various communities will differ, but a working relationship with local governmental and community organizations is a requisite.
>
> *Individual Participation.* Management should cooperate with employees performing their jobs well, who request personal time off

> occasionally to accommodate participation in a community project or governmental assignment. Although essential work requirements must take precedence, it is expected that most such requests can be accommodated. Local management can encourage employee involvement through communications with employees on public issues and recognition of employee accomplishments, acknowledging that activity in public matters usually contributes to the development of the employee.

In 1979, Honeywell conducted a survey to determine the importance of its corporate social responsibility activities. Twin Cities' citizens, who included opinion and neighborhood leaders, and Honeywell's management, salaried and hourly employees were polled. Findings recommended an increase in employee volunteer involvement.

To organize this potential community resource, Honeywell created the position of manager of corporate volunteer programs and hired Jill Ragatz to guide employee volunteering locally and nationally.

In 1984, Ron Speed discussed the corporate responsibility philosophy that had been taking hold at Honeywell for almost a decade in *Public Affairs Review*:

> Honeywell's philosophy is that it can often best address the important internal aspects of an issue by developing an effective external strategy to draw from community resources in solving our corporate needs—and, in the process, we believe we should help build the *community's* capability—and then use it. In the majority of cases, our managers acknowledge the logic of taking advantage of community services. It is better, for example, to have a transportation system that works than to resort to van-pooling; better to have community child care than in-plant child-care centers; better to have good for-the-handicapped training programs at community centers than to create them from scratch in-house.

The Four-Level Approach

The company's four-level approach to implementing this philosophy involves dollars, people, partnerships and internalization. Each level is dependent on the other to achieve a responsible community initiative. Though dollars alone can't meet community needs, for example, they represent the company's decision to support needed community projects. In 1984, the Honeywell Foundation contributed $7.1 million to community organizations—more

than two percent of its U.S. pretax earnings. The company sees its contributions serving as a catalyst for volunteer involvement with an organization.

People, on the second level, are considered more important than contributions. As active volunteers, employees channel the energies and actions of the company into effective and creative solutions to community problems.

At the third level, Honeywell enhances its effectiveness through partnerships with other concerned companies, their employee volunteers and community and public organizations to address community problems.

At the fourth level, Honeywell incorporates its community commitments into its daily decision-making to keep company actions consistent with its community practices.

Speed notes this single, macro-strategy is perhaps the best approach to promoting corporate involvement.

"Singling out volunteerism and philanthropy is not totally responsible," he says. "I believe a corporation is dutybound to strive toward the complete progression."

Speed cites the company's handicapped hiring policy to illustrate Honeywell's four-level approach: "First, we sponsor or fund a community agency that serves or involves the handicapped. Then, we recruit and involve employee volunteers with that agency's efforts. Third, we might develop some training programs or support the best of the sheltered workshop approaches. Finally, we would internalize the issue by hiring the handicapped and meeting the needs of handicapped workers within the company.

"Developing projects specifically aimed at a public or community need, which in the long term strengthens our ability to succeed as a company, accelerates our overall impact and contribution to society. We need to look at this as a strategically important thing that can help all partners in the process."

In a talk to the Regional Plan Association in January 1983, Honeywell Chairman and CEO Edson Spencer discussed the internalizing process.

"I think this concept of internalizing is best thought of as an ongoing process," he said. "It takes time and constant management to lead a large organization toward adoption of this commitment.

"But it is important, as we select programs for our support or identify issues to be addressed, that we consider the long-term direction our involvement will take .... We have come together and realized the nature of the role we have to play, and the kind of

commitment this role will require. The role is one of partner with the public and nonprofit sectors. The commitment is a long-term one, commanding the same management attention we give all our long-term strategic and operational plans."

The principal way that Honeywell involves itself in the community is through employee volunteering, as demonstrated by the community relations objectives that are part of the public affairs plans at headquarters and more than 40 divisions:

1. Develop personal involvement by division manager and staff.
2. Establish at least one special project.
3. Budget annually for community relations programs.
4. Maintain effective representation in principal community organizations.
5. Encourage volunteerism.
6. Provide leadership and support for field community action activities.
7. Implement an effective United Way year-round program and campaign.

Executive Participation

Corporate and Community Responsibility (C&CR) staff has developed a plan for each executive to take on at least one important community assignment as a part of his or her management responsibilities. Thus, they serve as role models for other managers at Honeywell and experience difficult community issues first hand. The executive's role also helps open up his or her division's resources to assist the community.

Executive participation is key to initiating division-sponsored projects at Honeywell. Ragatz and other C&CR staff serve as liaisons to the divisions and assist in identifying issue areas that can be focus points for community service.

Division Ownership

"Ownership by the division is important," states Ragatz. "I try to give leadership, not control, to projects that the divisions take on."

Other C&CR staff members assist in planning, implementing and evaluating divisional programs. In addition, divisions receive the manual, "Honeywell Involvement in the Community," and attend a biannual public affairs conference to aid them in planning their volunteer programs. They also receive Honeywell Foundation funds based on the number of employees in the division and their community plan. These allocations are supplemented with incen-

tive dollars for special projects and bonuses for well-implemented plans.

Divisions are encouraged to conduct a local community needs assessment and to develop an employee divisional council in planning their volunteer program.

The Defense Systems Division

One of Honeywell's most comprehensive volunteer programs belongs to its Defense Systems Division (DSD). A task force of DSD employees designed the program, which includes a job matching service for individuals, a small grants program to support organizations where DSD employees volunteer, quarterly meetings to report on volunteers' activities and to learn about community agency needs, and a training seminar series. At the training seminars, employees learn how to be an effective volunteer, particularly with such groups as the aged, youths and minorities.

DSD maintains a computerized skillsbank to match employees with volunteer jobs as well as to track the extent of volunteer activity in each of the division's operations and departments. The database also is used to develop an annual estimate of total divisional employee involvement for inclusion in the division's annual report to the community. Of DSD's 3,500 Minneapolis area employees, 205 have become active volunteers.

Volunteer opportunities also are identified by the Volunteer Center and the Management Assistance Project (MAP), a Twin Cities' nonprofit program that links the managerial and technical expertise of companies with nonprofit agencies in need of assistance.

A ten-member Volunteer Action Committee manages the volunteer program with staff support from DSD Manager of Public Affairs Jon Pekel. The committee's responsibilities include planning for major divisional projects, the employee matching program, and grants and contributions. DSD's 1985 discretionary budget for community relations activities was $80,000.

"A lot of DSD employees are already doing good work in the community," says Arnie Weimerskirch, DSD Volunteer Action Council chairman. "Through this program, we want to support and recognize them as well as encourage many others to become involved in community services."

DSD conducts an annual recruitment campaign that gives all employees the opportunity to join the volunteer program. Following the "participation drive," a recognition event is held at which participants from the previous year are recognized and new partici-

pants are welcomed into the program.

In addition to individual volunteering, DSD employees have undertaken some major volunteer projects focusing on employment, education and handicapped/technology transfer. One such project in 1982 was helping to develop Phillips Works, a nonprofit bindery and light manufacturing operation created to provide jobs and help the unemployed learn new skills.

Honeywell's Defense Systems Division, Defense and Marine Systems Group and Corporate Division provided the start-up capital, totaling $165,000 in contributions and loans. Phillips Works also received an estimated $40,400 in equipment, furniture, vehicles and fixtures from Honeywell.

As a result, a number of Phillips employees quickly moved on to higher paying jobs with other companies, including Honeywell. Also, Phillips has expanded its operation to create for-profit, minority-owned businesses within its nonprofit structure.

Honeywell volunteers serve on Phillips' board of directors and have provided technical assistance in the business start-up and operations.

EYECOM (EYE COMmunication), another DSD special project, is a cooperative effort that involves a research center and a nonprofit care/rehabilitation center. EYECOM provides an eyeglass-mounted microprocessor-based eye tracking communications system for severely disabled users. The unit provides communication capability for non-vocal individuals who possess only limited motor movement capability (such as eye movement control) due to traumatic injury or degenerative disease.

A Honeywell engineer suggested the project to DSD's Community Action Committee, resulting in the formation of a project team of engineers.

"For us, EYECOM is high technology at work," says Design Engineer Supervisor Douglas G. Stewart. "For the user, EYECOM is no less than a miracle."

A $6,000 grant from the DSD Community Action Committee was used to procure and adjust the basic unit for use by a disabled volunteer at Courage Center, a rehabilitation program in Golden Valley, Minnesota, in 1984. Continued work on this project will focus around software development and system customization for use at Courage Center.

The Commercial Division

Honeywell's Commercial Division began its employee involvement program by forming a five-member community relations

steering committee, whose members include employees from various departments with a variety of skills and talents. Its objectives were to provide a community relations network to promote volunteering, to coordinate employee-initiated special projects and to screen and recommend funding for division projects.

The steering committee sought employees' recommendations for projects and identified willing volunteers through a division-wide survey. Criteria for project selection were simple: A project should make use of the Commercial Division's resources and talents, meet a specific need, and take place in the general office vicinity.

The committee selected a rehabilitation shelter for chemically dependent ex-offenders and a women's shelter. Then it developed a calendar of events. Working committees formed and funding guidelines were established.

Employees' involvement with the rehabilitation shelter focused on Latham's Table, a restaurant where ex-offenders learn food industry skills. Volunteers consult on business management, develop marketing and advertising plans, and loan other professional skills. In addition, the division arranged to have the restaurant's brochures and menus designed and printed at Honeywell. Physical improvements were recommended and jointly funded by the division and the Honeywell Foundation.

"One of the best things we were able to do was buy them a walk-in cooler so they could purchase perishable food items in efficient quantities," says Jim Russell, marketing communications manager. Russell partially assisted in that purchase by winning the Honeywell Community Service Award, for which he designated a $500 grant to Latham's Table.

At the women's shelter, volunteers hold noon-hour jazzercise classes for the adults and crafts-making sessions for their children.

"Volunteering is a way of raising esprit de corps and doing things together," says Russell. "We feel more close-knit as a group of people working together and, of course, each individual derives a lot of personal satisfaction from the experience."

Group and Individual Volunteer Projects

In addition to divisional programs, company-wide efforts also recruit individuals for special volunteer opportunities. The manager of corporate volunteer programs uses a variety of vehicles to recruit volunteers. One way is by circulating a monthly list of agency volunteer opportunities. Some are one-time activities; others are

on-going projects; many are part of the Management Assistance Project (MAP).

Lee Wickstrom, an industrial engineer in the Manufacturing Systems Division, became a MAP volunteer after finding an interesting opportunity in the monthly bulletin.

"I chose long-range planning and marketing for the University of Minnesota museum because I enjoy art and marketing," he says. "The museum environment offers more free thinking than my regular job."

The project lasted eight months, involving several hours each month of released time. "It was important to not just do a marketing plan for the museum," he says, "but to teach the staff how to develop one themselves."

Wickstrom feels that volunteering becomes especially useful to managers who are not in the company's mainstream "because it utilizes their creativity and experience. In addition, it's useful to young managers in their mid-career who may need more challenging assignments."

Major group projects, such as the Metropolitan Paint-A-Thon, are announced in the quarterly house publication. Marlys Sheppard, an employee volunteer who coordinated the project, also assisted in recruiting for and organizing this Twin Cities-wide project. Eighty Honeywell employees joined over 3,500 other volunteers in painting houses for senior citizens.

"A key to getting people involved," says Sheppard, "is getting someone from each division to help recruit coworkers."

In one of the largest company efforts in the state, Honeywell volunteers collected 32,000 pounds of food and $50,000 in cash contributions for the Minnesota Food Share Project.

Ragatz notes that the 1985 drive was the first time the company worked in partnership with a union.

"Thirty of the volunteer administrators are members of Teamsters Union #1145," she says. "Union participation was very important to the drive's success."

For the annual Special Olympics Honeywell Family Day, employees are matched with a Special Olympian for the entire day's events. Though the project is sponsored by the Residential Division at Honeywell, some 1,500 employees throughout the company participated in 1984.

"The [Residential] division took the lead," says Ragatz, "but the concept of helping the handicapped spread throughout the company. Now, when certain jobs become available, people will say

'let's place a handicapped person in the job.' That's internalizing."

Recognizing Volunteers

Volunteer recognition takes many forms at Honeywell. "It's built in to the different projects we sponsor," says Ragatz.

For instance, Management Assistance Project volunteers were treated to a special cocktail reception at the planetarium. A recognition luncheon was held for volunteer administrators of the Food Share drive, and the Honeywell Retiree Volunteer Project gives specially designed lapel pins to its volunteers.

Employee volunteers who receive Honeywell's Community Service Award are treated to a formal dinner and ceremony that features an individual slide show on each recipient's volunteer involvement. The winner also receives an engraved, gold-plated photo prism, lapel pin and certificate of merit, and a $500 cash award is presented to the community organization of the volunteer's choice. Recipients are selected by a committee of former recipients, a divisional representative and community relations staff.

"The evening we received our awards was a wonderful evening," recalls recipient Jim Russell. "There were some pretty high-powered people who I was on the dais with, and I felt pretty proud to be there. It's the kind of recognition you only get once in your life and it was a high point for me as an employee."

Decentralization

Honeywell's worldwide community involvement activities are diverse, effective and tailored to have an impact on issue areas important to each particular community. For example, in Phoenix, Honeywell volunteers helped create the Southwest Project with Industry to find jobs for handicapped persons in advanced-technology industries. The program placed more than 100 people in its first seven months of operation. In Italy, Honeywell helped establish a day-care facility that serves the families of employees and community people. In the United Kingdom, employees held a kayak race to raise $6,000 for the Royal Blind School in Edinburgh.

Each of Honeywell's more than 40 U.S. "profit centers" are guided by its seven community relations objectives. "We give them a fair range of latitude," says Ron Speed, "and encourage them to use the community service award and retiree program models."

Operations outside of Honeywell's general offices can enjoy the same support headquarters divisions receive from the corporate

staff liaison.

"I think it's the individual liaison and advocacy on the part of the corporate staff, who keep talking through what the expectations are, that help lay the groundwork for a program," says Ragatz.

Two-person teams from the Corporate and Community Responsibility staff are assigned to each division or operation to assist in program planning and evaluation.

An innovative project developed by Honeywell's New York City office is the Student Development Program, which trains highly motivated, low-income, inner-city high school seniors while they're still in school for employment after graduation. Unlike other corporate job training programs, students are not paid for their work, but are assured job placement upon successful completion of the program.

The program is conducted in partnership with other area corporations. Honeywell handles recruitment, establishes training curriculum, provides a personal counselor for each student, and exposes the youths to job ethics and performance expectations. The 12-week course includes lessons on data processing and hands-on data entry or word processing. Participating companies provide on-the-job training and agree to hire graduates.

In 1983, Honeywell Inc. was recognized for its outstanding overall volunteer program by the President's Volunteer Action Award program. Chief Executive Officer Edson Spencer credited Honeywell volunteers for this prestigious award.

"Honeywell employees have a longstanding reputation for volunteering to help meet community needs," he said. "This recognition of excellence will spur us to greater activity and a deeper interest in community needs. At Honeywell, our people are our best asset."

Profile

ARCO

Maintaining Corporate Volunteering in an Era of Reductions

In the early 1970s, when negative public opinion of the oil industry was running high, ARCO's leaders developed a set of corporate social responsibility policies unique to the industry. These policies have served as the cornerstones for the company's philanthropic and community involvement programs ever since—even throughout 1985, when the company was forced to lay off thousands of employees during a period of consolidation and restructuring.

Background

Atlantic Richfield issued its Policy on Employee Participation in Community Affairs in 1974 with four objectives in mind:

- to encourage employees to become involved;
- to recognize them for their efforts;
- to help them, if needed, identify and contact community organizations and activities of interest;
- to support these organizations to the extent that it is reasonable and good business practice.

The policy provides for company-wide released time and several types of absences for employee volunteers from less than one day to one year. All employees are eligible, although interpretation and judgment for administering the policy occurs at the local level.

The Joint Educational Project (JEP) was the first structured volunteer activity for ARCO employees. JEP was developed in 1978 by the University of Southern California, which selected ARCO as the

project's first corporate partner. The company was paired with the Tenth Street Elementary School and became a model for business involvement with inner-city schools.

Since then, ARCO's involvement in JEP has grown to include four schools in Los Angeles and projects at 11 other locations nationwide. More than 1,000 Los Angeles employees have volunteered one hour a week on released time for JEP assignments. They tutor students in reading, writing and math, teach mini-courses on computer science, economics and botany, and organize special projects like field trips, math competitions and theatrical presentations.

ARCO volunteers in JEP also launched a unique parents' program, which offered these adults health classes and job information services. Within six years, the parents were involved as volunteers, planning and conducting special health clinics and other monthly programs for adults.

In 1964, Olympics star Jesse Owens presented another idea for a national volunteer project—a sports program for playground athletes that would make them "feel like champions." The ARCO Jesse Owens Games involve 14 host cities where preliminary competitions for youths aged 8 to 17 take place. More than 400 local winners go to an annual national meet held in a different city each year. ARCO volunteers meet the finalists at the airport, both on company time and their own personal time, and offer general assistance throughout their stay. Owens was actively involved in the program until his death in 1981.

The success of JEP and the ARCO Jesse Owens Games helped pave the way for an overall employee volunteer program. Planning and development in the late 1970s resulted in the implementation of a structured volunteer program in 1980.

Steve Giovanisci, now vice president of public affairs, recalls his charge from Robert O. Anderson, the company's founder: "Create the best volunteer program."

To fulfill Anderson's goal, the Public Affairs staff proposed the following program requirements in a proposal to senior management: demonstrate excellence, be compatible with the company's social responsibility image, involve all employees, effectively serve the community and focus on employees' interests and concerns.

The proposal also stated the program's rationale, which explains why ARCO leads the oil industry in this area:

- Because of our top management's belief that we have a responsibility to help improve communities where large numbers of our em-

ployees work and live.

- Because the company has evidenced a concern for the welfare of employees. Our experience with volunteer programs indicates that employees who do become involved have feelings of enhanced self-worth and self-fulfillment.
- Because of our reputation as a leader in corporate social responsibility.
- Because now, with the addition of the Anaconda Company, we find ourselves in businesses that employ large numbers of people, many of whom work at fairly routine tasks. A company-wide volunteerism program would provide many of these employees with a vehicle for expressing their talents.

ARCO's Volunteer Service Program (VSP)

In 1980, ARCO introduced its employee volunteer program at its Los Angeles headquarters office and Houston refinery. The program provided an array of opportunities for employees wishing to volunteer, including group and one-on-one volunteering, involvement in one-time events, such as working in the polls on election day, or in sustained activities, such as firefighting, answering hotline calls or tutoring. One unique project had employees shining the celebrity stars embedded in Hollywood's sidewalks.

VSP enjoyed a successful first year and expanded in 1981 to three other cities. Between 1982 and 1984, twenty company locations in nine cities had active VSPs.

A full-time volunteer coordinator administered the program nationally and at headquarters. Local coordination was handled by a staff person interested in administering the volunteer program. ARCO found that this role could be filled by an employee who worked in any number of areas—public relations, employee relations or engineering—and still be effective.

Judy Johnson, former consultant and national program coordinator, says that local management usually makes the appointment, but that the key to a successful program is to select someone who has a strong interest in volunteering.

"Some of the best-run programs were coordinated by a chemist," Johnson says.

The Restructuring and Transition

When ARCO began a major restructuring in late April 1985, it closed all of its refining and marketing operations east of the Mississippi. Ten thousand employees were laid off company-wide.

The Public Affairs Department at headquarters lost 70 of its 100

staff members, and the Atlantic Richfield Foundation staff was cut from 15 employees to ten.

"We've just been through the most dramatic transition in our history," Steve Giovanisci said. "We lost large numbers of older leadership people, and their replacements, if any, are younger. The trick is to be as effective in public affairs as we have been, but with less people and money."

Giovanisci notes that support for VSP is still strong. "The commitment has not changed," he says. "The things that have changed are the degree of giving and the level of activity. But that level is still larger than other companies in the same situation."

Since ARCO's restructuring, Myrna Plost has taken over responsibilities for VSP activities and public education programs on a full-time basis. Formerly the coordinator of ARCO's speaker's bureau, Plost is experienced in administering national programs.

"We're in a holding pattern right now," she says, pointing out how many volunteers were lost in the lay-offs. "ARCO has tradition and a good model program, but we'll move slowly in starting up again."

In her new position, Plost's first overall objective was to develop a communications plan that would help maintain the quality of the volunteer program in an atmosphere of staff reductions, a reduced number of operating sites and fewer resources. Specifically, she planned to:

- develop a videotape to inform employees and management about ARCO's volunteer program and how it benefits employees and the company;
- develop a brochure on JEP that highlights released time for employee volunteers participating in the adopt-a-school program;
- produce a regular newsletter or section of a company publication to inform and recognize volunteering by employees;
- revitalize VSP in the western region and add at least one new location for VSP;
- maintain regular communications and employee counseling on volunteer opportunities in the greater Los Angeles area;
- maintain the annual Chairman's [volunteer] Awards program;
- reinforce positive aspects of the foundation's support for employee volunteer efforts; and
- produce measurable results for VSP by showing significant employee volunteer involvement in 1985 despite the restructuring.

The theme for the videotape and JEP brochure was "The ARCO-Volunteer Connection—Let's Keep it Strong." Another videotape

was produced to highlight JEP. Employees at four locations, including Los Angeles, Long Beach and Washington state, were invited to view the videotapes. The ARCO Transportation Company president and the Washington state refinery manager showed their support by attending the presentations. Local volunteer organizations also participated.

While producing a separate volunteer newsletter was not feasible during the transition period for the company, management was convinced of the need for a regular communication about volunteering. So, for the first time in the company's history, a regularly featured section on the volunteer programs was established in ARCO's employee newspaper, *The Spark*.

Since January 1986, each issue has featured a different theme to highlight the various programs, such as the Jesse Owens Games or the Chairman's Awards. They include vignettes of individual volunteers, and future plans call for guest articles on various aspects of volunteering.

"Establishing some ongoing communication among all the operations is a key motivator," says Plost.

In the past, local coordinators received guidelines on recruiting and referring employee volunteers and on structuring their program. They participated in a planning session with headquarters staff and networked with all operations. Now, because ARCO has not yet decided how it will relate to its operating companies' volunteer programs, Plost will encourage local coordinators to contract with the local Volunteer Center to receive volunteer opportunities bulletins and counseling and interviewing assistance.

"We've contracted with the South Bay Harbor Volunteer Center, for example," she says, "to assist our headquarters program by providing a monthly bulletin of volunteer opportunities and recognition for volunteers on a local level."

By bringing the message to employees and management that volunteer involvement will remain a company priority, Plost could see the revitalization of VSP taking hold. In 1985, a VSP was launched at a major refinery and gasoline marketing operation in Washington state.

The Community Service Award

A major component of ARCO's employee volunteer program is recognition activities, of which the Community Service Award stands at the top. Each ARCO facility selects a Community Service Award winner to receive a memento and $500 donation to his or

her volunteer organization. The local winners then progress to the operating company level where another award winner is selected. This winner receives a memento and a $1,000 contribution for the volunteer organization and becomes eligible for the highest honor, the Chairman's Award. The recipient of this award receives a memento plus a $2,500 contribution to his or her community organization. Nominees and their spouses are honored at a special chairman's recognition ceremony in Los Angeles.

Top award winners have included volunteers like Joseph T. Williams, who provided management and fundraising assistance to a local housing association; Dave Kofahl, who organized a G.E.D. tutorial program for 90 boys in a probation facility; Fred Koestner, who collects discarded papers to generate revenue for two nonprofits benefiting the homeless and the mentally retarded; and Barbara Boland, who serves as a role model, advisor and friend to troubled teenagers and provides companionship to an elderly blind woman.

Atlantic Richfield Foundation President Eugene Wilson says, "The Chairman's Volunteer Award is symbolic of the company's commitment to individual volunteering." The operating company president or senior vice president usually participates in this event, reinforcing company support of volunteering.

ARCO also recognizes its employee volunteers through special articles in company publications and photo features on company volunteer program brochures. Receptions and other recognition events are held locally at each facility and for special group volunteer programs like JEP.

The Volunteer Grants Program

In addition to the cash contributions that are tied in with recognition awards for volunteering, the company encourages employees to apply for grants from the Atlantic Richfield Foundation to benefit their community organization. The foundation established the Volunteer Grants Program in the belief that "volunteerism can bolster corporate philanthropy with human resources." It makes grants of up to $500 available to all ARCO employees and retirees for the nonprofit organizations where they volunteer.

Al Greenstein, a volunteer and a Public Affairs staff person, says the grants program "lends stature to a person to be able to get money for an organization."

The foundation officers, who originally included the operating company presidents, meet six times a year to review and approve

the grants.

"The involvement of management from field operations as foundation officers provided a developmental experience and created a sense of ownership throughout the company for the contributions program," Gene Wilson says.

In 1984, the Atlantic Richfield Foundation had a $35 million budget for grants. Wilson notes that employees' grants often go to traditional organizations such as the Little League, libraries and Boys Club while the foundation gives grants for specialized, strategic activities such as neighborhood revitalization.

As part of the original contributions program, the foundation also established a matching gifts program. In 1980, the program was expanded, offering a two-to-one match of up to $20,000 in one year per employee, retiree or director.

Wilson notes that the philosophy behind the increase in the program was "a signal to our employees and retirees that if the nonprofit world survives, it would be because of their individual efforts, not because of anything the company has done. In a sense, we're just supporting their efforts."

When the company restructured in 1985, the upheaval brought about overall budget cutbacks for volunteer-related activities, resulting in the loss of a crucial link between operating companies and the foundation.

"Because of cost reductions, a decision was made to eliminate operating company presidents' participation in the centralized review process for foundation grants," Wilson explains. "Though there is still a strong philosophical base for volunteer activities, this activity has now been shifted to our regional headquarters communities where these operating managers are in direct contact with community groups."

To offset the effect of this decentralized process and to keep ownership of the contributions program felt at the operating levels, Wilson sees the foundation communicating to a greater extent with Public Affairs staff at decentralized operations.

"We have to get the operating people to buy into the program," he says. "Otherwise, employees will not feel they have the level of support they have had in the past."

The Retiree VSP

A pilot version of the Retiree Volunteer Service Program was introduced to retirees in the Los Angeles/Long Beach area in February 1982. Based on their responses to a 1981 survey, retirees and their

spouses indicated that they would be interested in receiving information on volunteer opportunities.

Originally, Jean Slack, director of senior programs, worked directly with active retiree volunteers. Later, with the assistance of ARCO's retiree clubs, listings of volunteer opportunities were mailed with the club minutes to all members.

Slack saw a problem in this system, however: Not all retirees are club members. As a way to reach more retirees, some clubs appointed a retiree coordinator to work with the local company public relations or community relations representative.

Since 1982, the Retiree VSP has grown to include retirees from Dallas, Houston and Philadelphia. The program has several goals— stimulate and support retiree volunteering, to meet community needs, to enhance ARCO's image in the community, and to maintain an ongoing, vital relationship between retirees and the company.

Retirees volunteer for some of the same reasons as active employees, Slack says. "They have a genuine care and concern for their communities and they value the feeling of achievement and fulfillment, which comes from serving others. They enjoy the camaraderie of participating in volunteer group projects with fellow retirees and employees and enjoy being able to maintain contact with the company."

Considered an important leisure-time activity, volunteering became part of ARCO's preretirement counseling program.

"You've got to plant the seeds of volunteerism within the employees while they're still active," says former ARCO President W.F. Kieschnick. "Then they're ready when they retire."

To illustrate the motivational impact that a retiree volunteer program can have, Slack recalls a letter she received from a retiree now volunteering with disadvantaged children in speech therapy programs. "Of this I am sure," he wrote, "you and your excellent program provided the spark that ignited the flame that got me involved in volunteer work."

In 1984, Slack retired as the director of senior programs and became ARCO's retiree volunteer representative. The company provides her with an office and secretarial support at headquarters.

A major problem has been identifying and matching retirees with volunteer opportunities in ARCO's various locations. Slack has found the local Volunteer Centers to be the key to solving the problem.

"They've been extremely important in tailoring opportunities,"

she says.

Retirees also receive the same support and assistance that regular employee volunteers receive, such as recognition and grant support.

The Retiree Community Service Award program operates like the employee program except that retirees are nominated on a community-wide basis, rather than by local facilities. Local winners are then judged on a statewide basis. A Chairman's Award is presented to the statewide finalist.

Retirees are also eligible to apply to the Atlantic Richfield Foundation for $500 volunteer grants and can participate in the matching gifts program.

A special group of retirees, known as "executives emeritus," are senior-level executives who have retired, but maintain close communication with the company. Often, the retired executives conduct volunteer fundraising events for special community needs.

Though how the Retiree VSP will be administered in the future is uncertain, Walt Kirwan, manager of public affairs programs, feels strongly that the program will continue.

"We certainly have a special interest in continuing programs for our retirees because we now have more retirees than we do employees," he says, noting that a consultant has been hired to assist in further development of retiree clubs.

Evaluation

Almost since it began its volunteer programs, ARCO has been a leader in assessing the value and benefits of employee volunteering. Beginning with a strong recordkeeping system for tracking employee volunteer involvement, ARCO has refined this activity to the point where it can identify which programs are receiving increased participation and which divisions are increasing (or decreasing) in employee participation.

"It's had a positive effect, because when top management asks 'why?' we have some answers," says Walt Kirwan.

Beyond recordkeeping, ARCO has evaluated the impact of programs like JEP and VSP in relation to the benefits derived by participating as a volunteer. In 1979, an ARCO JEP survey was conducted to assess the program's first year. Fifty-two percent of the program participants completed the survey, which asked:

- Why did you join JEP?
- How has this experience affected you?
- What would you change to improve the program?

- How has JEP affected your productivity at work? Why?
- Has your attitude toward teachers or schools changed because of this experience?
- Would you recommend this type of volunteer program for other companies?

The results indicated the importance of the program to participants as well as their frustrations.

While the average volunteer spent one-and-two-thirds hours away from work each week, the survey indicated that 69% felt that JEP had no effect on their work productivity. Seventeen percent felt that productivity decreased slightly and 10% felt it increased slightly.

Other findings and suggestions were useful in improving JEP, especially in the "process" function of administering the program.

A landmark survey conducted in 1983 studied how VSP participants evaluated the program in 19 subject areas. Some 483 participants completed the survey that was mailed to the 948 ARCO employees enrolled in the program nationwide.

One section of the survey focused on the benefits derived from VSP, both to the individual volunteer and to the organization receiving assistance.

In the table on page 53, survey findings of expected versus actual benefits of ARCO's VSP program are summarized.

"The impact of those evaluations gave us the confidence and selling points to continue the programs," says Steve Giovanisci. "Survey results were used in the budget process. JEP, VSP and the ARCO Jesse Owens Games survived because they're perceived well internally—we're able to show that.

"Measurement is tough and perception is one of the measurements we can show."

Evaluating the Transition

Evaluation of the impact of ARCO's restructuring on the employee volunteer program is just beginning, though initial findings are encouraging. Employee response to new communications vehicles, such as the newsletter feature and videotapes, shows considerable success:

- Sixty volunteers participated in a telethon, which matched the efforts in 1984 when there was a greater pool of employees to draw upon.
- Three mailings of a monthly bulletin to 4,000 employees in Greater Los Angeles brought 50 responses from employees wishing to

Benefit	Expected	Actual
Contribute to improving the quality of life for others	79%	71%
Personal growth/broaden life experience	72%	72%
Gain understanding of other people and situations	66%	69%
Meet new people and develop new contacts outside of the company	61%	58%
Learn about the community	60%	57%
A chance to meet other employees	59%	67%
Work cooperatively with others in a group	58%	59%
Use talents and skills that are not used at work	57%	55%
Learn and develop new skills	47%	40%
None of these	*	—
No response	6%	8%
Base (Total participants)	(329)	(329)

*Less than 0.5 percent.

volunteer for a range of activities from child abuse to working with environmental needs in the community.

- The number of JEP volunteers remains at 100—approximately the same as the previous year.

Myrna Plost believes that overall, the range of communications approaches resulted in the positive, measurable effect on employee volunteering in 1985.

"This is perhaps the best we can hope for in a year with record setting employee cut-backs for the company and for the oil industry at large," she says.

Profile

BARNETT BANK OF JACKSONVILLE, N.A.

Leadership Sets the Tone

At Barnett Bank of Jacksonville, N.A., employees from the top down see the link between successful business operations and community involvement. After its first full year of operation, the bank's Community Involvement Program (CIP) boasted a 90% participation rate at the same time the bank was capturing more than 50% of new deposits in Jacksonville, Florida.

Background

In 1982, the Barnett Bank of Jacksonville initiated its Community Involvement Program, the city's first corporate employee volunteer program. As the program's catalyst, Board Chairman Hugh H. Jones, Jr. drew upon his first-hand involvement in community problem-solving.

The founder of the Korean Heart Program, which arranges for surgery and pays all related expenses for Korean children with congenital heart disease, Jones attributes his strong commitment to encourage and support volunteering at Barnett Bank to his volunteer experiences.

"If I can get across to the 900 people in our bank how much love there is out there if they look for it," he says, "the reward will be so much more than they give. If it can happen to me, it can happen to anybody."

To introduce the CIP to employees, he personally visited every

department and every branch office—a total of 45 groups—to persuade them to participate.

"How can I expect other people to do it unless I set the pace?" he asks. "There's a saying, 'Tell me and I will forget; show me and I may remember; but involve me and I'll understand.' That's what we're trying to do."

Agency Adoption

The Community Involvement Program was organized so that each department or branch could "adopt" a community agency, although the bank stresses that employee participation is voluntary and financial donations are not required. The program also allows employees who do get involved to select their own "adoptee" and types of projects. Each group has a budget to administer its projects.

"Initially, we thought that by asking employees to volunteer in a group situation, it would make them more comfortable," says Jane Jordan, assistant vice president and community affairs manager. "Plus, we felt the momentum would build faster as a result of people together in an office environment being involved in the same thing."

Once the bank introduced the concept, Jordan began working with the CIP groups, which ranged in size from seven to 70 volunteers. With the assistance of Volunteer Jacksonville, the local Volunteer Center, Jordan's office obtained information and arranged for agency presentations to help the groups select a nonprofit organization or community need of interest. Often, an agency located close to the branch was adopted not just for convenience, but also because it was part of the branch's own small community.

Edwin R. Patton, senior vice president and chief financial officer, explains why the program has been so successful in his Financial Controls division.

"All employees are given the opportunity to become involved in the planning and implementation of projects," he says. "Employee ownership helps it work."

Financial Controls' 30 employees adopted Hospice of Northeast Florida, deciding to stick with one agency for at least three years in order to have a real impact. An annual review of projects and activities helps keep their ideas fun, beneficial and on target with what the group wants to do. Currently, fundraising is its primary focus. A spaghetti dinner, "trash to treasure" sale and Christmas bow sale raised approximately $10,000 for Hospice.

Sometimes, the resulting community awareness from an adoption is one of the best benefits. Barnett's Kingsley Square branch, for example, sponsored a child abuse awareness day at the bank to highlight the services of Children's Haven of Clay Co., Inc. (CHCC), the county's first community-based residential home for abused or ungovernable children who can no longer live at home. At the same time, the branch held a "skate-a-bration" at the local skating rink to raise money for CHCC on a non-school day.

Employee volunteers chaperoned the event and raffled off door prizes they had collected from area businesses.

"Though they raised only $500 for Children's Haven," says Jordan, "the awareness level of the community went up 500 percent because our employees were all over at the skating rink, collecting door prizes and talking about child abuse."

Such "Awareness Days" are becoming a regular part of the bank's community involvement activities. The Beaches office, for example, sponsored Runaway Awareness Day as part of its commitment to the Transient Youth Center, a shelter that provides food, clothing and counseling to runaways.

While some employees serve as paraprofessional counselors to children at the center, it was the awareness day that brought the issue of runaways face to face with branch manager Jim Riggan.

One day a man entered the bank and stopped Riggan to let him know he thought this was the most valuable thing Barnett had ever done.

"I don't bank at Barnett and probably won't change my account," the man said, "but I have a son who I think is getting ready to run away. I came in to see if I could find some help for him and I think I have, and I wanted you to know that."

Another example of branch and department "adoptions" is employee involvement with special groups. Volunteers from the bank's Green Cove Springs Office, for example, meet weekly with mentally retarded adults to teach them basic banking skills and help them manage checking and savings accounts.

"It's a way to transfer their business skills to volunteer activities," says Ben Wilder, III, office manager, who adds that the employees' initial apprehension about working with the retarded has been replaced by enthusiasm.

Nancy Keating, staff member of the Clay County Association for the Retarded, Inc., sees dramatic changes in both her clients and the employee volunteers.

"Our clients have grown in confidence, learning skills to help

them operate in the outside world," she says, "but the volunteers have grown, too, in their confidence to tutor the mentally retarded and in their abilities to work with our special group of people."

The Murray Hill Office's employees helped landscape a new playground Barnett built for the children of Brooklyn Educational Center. Afterwards, they held a dedication ceremony and Saturday afternoon party for all the children in the neighborhood.

From the employees' standpoint, this project wasn't as successful as others, according to Murray Hill volunteer Sharon Arrington.

"We didn't feel any ownership in the project," she says, noting that the project was in process at the time of the "adoption."

Projects and activities that require supplies, food or other purchases are obtained via the department's or branch's community affairs budget. The average size branch requests an average annual budget of $1,000. The budget request is part of the branch manager's regular budget submission each year.

"Employees have become very responsible in their requests," says Jordan. "In fact, many times employees solicit items from other companies for their projects rather than spend money from their budget."

Marketing the CIP

"In a lot of our community affairs activities, we try to build in marketing opportunities and marketing advantages," says Jordan. "In other words, while philanthropy is Barnett's first objective in community involvement activities, we can't find a good reason for not getting some payback for these things. We don't let it affect the quality of the things that we do, but still, the opportunity is there to achieve some image enhancement and gain identity in the community."

It was no mistake that when Barnett Bank created Jordan's position of community affairs manager, it placed it in the marketing division. The idea was to commingle opportunities such as branch openings, special promotions and special advertising with community affairs to produce some commercial value for the bank.

One way Barnett Bank gets the word out on its volunteers is through advertisements in local newspapers and magazines featuring employee volunteers from a particular branch or department and the agency it adopted.

"We're not embarrassed to talk about what we do," says Jordan. "Sometimes that anonymous checkbook philanthropy just isn't the best way to do it. If you tell people about your good works and do it

effectively, tastefully and with decorum, it can't be perceived badly."

Jordan says that the benefits of marketing volunteerism are circular.

"A successful bank contributes to the community in many ways," she explains. "If you talk about it, more success comes to the bank and, in turn, more resources are available to put back into the community."

Some nonprofit agencies initially felt that Barnett would not want publicity.

"Some companies don't want the word out about their involvement because it draws more requests from other agencies," says Nick Chapman, executive director of Children's Haven. "But when we found out that Barnett enjoys the publicity, we were all to glad to oblige. After all, they did a lot to increase our visibility."

As Chief Financial Officer Ed Patton sees it, "We capture new deposits because of our involvement in the community. Our volunteer activities allow us to touch a whole segment of people we wouldn't ordinarily touch through our marketing, advertising and other efforts. If we get the exposure and have the quality, why shouldn't people bank with us?"

Even Chairman Hugh Jones sees the benefit of visible employee involvement. He relates the story of a Fortune 500 company that recently relocated to Jacksonville. Originally, the company sought to do business with another bank; however, the company CEO heard of Barnett's community involvement and placed its major account with Barnett.

"He said we had the same corporate culture," Jones says.

Linking Cash Contributions to Employee Volunteering

Through Barnett's Board Service and Volunteer Recognition Program, the bank contributes $200 to an agency where an employee has contributed 50 hours or more of service and $500 when an employee has served at least one year as a member of its board of directors. The maximum total contribution to an agency under this program is $1,000 and the maximum total gift per employee in a calendar year is $1,000.

"We also recognize our employees' interest by giving special funding considerations to agencies that they have adopted," says Jordan. "We like to acknowledge that relationship by involving the branch or department employees in the check passing. We want to

support the work our employees are doing. If financial assistance is requested and is within our contributions budget capabilities, we try and oblige."

Volunteer Recognition

In 1984, the company began its first annual Barnett Bank Community Involvement Awards program honoring three employees for outstanding volunteer service and one branch/department for utilizing its resources best to meet the needs of its adopted agency. Employees submit the nominations, and an outside agency selects the winners.

Other means of recognition include a biweekly, in-house newsletter, which informs all Jacksonville operations of the bank's latest volunteer ventures. Individual departments do such things as send a personal thank-you, signed by the chief financial officer, to employees who volunteer.

Perhaps the most important form of recognition to employee volunteers is the acknowledgement of their activities by Barnett Chairman Hugh Jones and President Roland Kennedy, both of whom attend most volunteer recognition events. In fact, Jordan encourages each individual branch or department to send memos to Jones to keep him up to date on their adopted agency.

"We don't get the office manager to write these memos; we get lenders, platform people, tellers or other volunteers who may not know Hugh that well to write them," says Jordan, "and he answers every single letter personally."

During the summer of 1985, in response to Jones' enthusiasm for what Barnett employees are doing, someone suggested that every employee sign a scrapbook to present to Jones as a thank-you at the employee annual meeting. What began as a simple roll call of employees turned into two bulging scrapbooks of employee signatures, notes to Jones, photos, original artwork and words of love and respect for him.

Every employee signed the book, over 800 employees wrote notes to him, and departments designed their pages to reflect the way they feel about him and about the bank.

"It's a truly great feeling to know I work for the number one bank and the number one boss!" one employee wrote. Others said, "Leaders are often respected—the position demands it—but few are as truly loved as you are . . . . It's great being a part of the 'Hugh generation' at Barnett Bank."

"I don't believe you can stress too heavily or too often the fact

that the CEO's leadership is critical to the success of a program like ours," says Jordan. "Without a leader who believes in the dynamics of volunteerism, who believes in the benefits it brings, and who practices his beliefs every day, the work I do would be so much harder and so much less fulfilling.

"Recently, we wound up this year's United Way campaign among our employees with nearly a 40 percent increase in giving, making Barnett Bank the third largest employee giving group in Jacksonville and ahead of companies twice as large as we are. The caring shows!"

Chapter 2

AN OVERVIEW

Critical to James O'Toole's description of "vanguard companies" in his 1985 book, *Vanguard Management*, is the belief that there is no single set of characteristics, values or practices that absolutely defines the group. Rather, such companies can be found at a variety of points along a continuum. "How should the reader think about the vanguard corporations?" he asks. "As examples and nothing more."

The same certainly may be said for corporate-sponsored employee volunteer programs and for the companies that are profiled and mentioned throughout this book. They share in common only one thing: a commitment to encourage their workers to participate in voluntary community service activities and to support them in that work. The intensity of that commitment, the structures through which it is carried out and the policies that direct it vary from company to company. No single characteristic applies to a majority of the companies, whether the commitment is at the level of relatively unstructured promotional activities or of full funding of employee-owned volunteer organizations. Each is molded to fit the individual company's priorities, needs and culture.

Corporations can learn from one another and benefit from one another's experience, but only rarely can they or should they directly replicate one another's approach.

The continuum of models ranges from relatively unstructured and spontaneous promotional activities to highly formalized programs. In this chapter, we describe and assess the basic promotion-

al strategies used by many companies, as well as look at the overall results of VOLUNTEER's 1985 national survey on employee volunteering and the ways in which companies manage their efforts. In Chapter 3, we discuss the five basic types of formalized workplace volunteer programs: clearinghouses, group projects, loaned personnel programs, teams and retiree programs.

In 1985, VOLUNTEER conducted a second major survey to gather current information about corporate activities and formal programs in support of employee volunteering. The survey universe was quite broad, encompassing the complete roster of companies on the *Fortune* 1000 and *Forbes* 500 lists, the approximately 600 companies that are members of local corporate volunteer councils and the some 300 companies that have responded to previous surveys.

A total of 294 companies of varying sizes responded to the survey:

Number of Companies	Total Employees
29	under 1,000
74	1,000 - 5,000
54	5,000 - 10,000
97	10,000 - 50,000
40	50,000 +

Eighty-six percent of the respondents indicated that they sponsored volunteer activities for employees at headquarters; 40% accounted for such activities in their regional offices; and 50% in local branches.

Of the kinds of program areas in which employee volunteers participated, respondents identified a broad, diverse range. The following chart compares those responses with the results of the 1985 Gallup survey, sponsored by INDEPENDENT SECTOR, of volunteering among the general population:

Volunteer Activity	Corporate Responses	Gallup Results
Education	74%	27%
Health	74%	19%
Fund-Raising	71%	23%
Social Welfare	69%	25%
Arts and Culture	69%	8%
Community Action	63%	8%
Recreation	52%	21%
Citizenship	32%	17%
Informal, alone	28%	40%
Political	23%	8%
Work-related	23%	8%
Justice	22%	2%
Religious	18%	48%

The concentration of employee volunteers in the human services and the arts reflects traditional corporate interests in education, health and culture and largely parallel priorities that can be found in most companies' charitable giving. The high percentage of volunteers involved in fundraising likely grows out of its popularity as a "group project."

Companies promote and support this work in a variety of ways:

Corporate Responses	Activity/Program
95%	Encourage employees to serve on boards of directors
86%	Give donations of materials, service or use of company facilities to support employee volunteers
84%	Recognize employee volunteers
76%	Loan personnel to assist nonprofit organizations and government agencies
72%	Involve employees in group volunteer projects
68%	Provide information and publicity to employees about volunteer opportunities

(Continued)

Corporate Responses	Activity/Program
61%	Survey employees about their volunteer involvement
60%	Offer released time to employees who wish to volunteer during regular working hours
51%	Give monetary grants and contributions to nonprofit organizations in which employees regularly volunteer
46%	Refer employees to agencies that place volunteers
33%	Sponsor a clearinghouse to match employees with community volunteer jobs
27%	Conduct community needs assessments
27%	Allows nonprofits to recruit employees on company premises (volunteer fairs)
18%	Establish a skillsbank to document and record the talents and time that employees are willing to share as volunteers.

Program Structure and Administration

Responses to questions about structure, staffing and budget of employee volunteering reinforce the impression that most programs are still at a "first generation" level and are marginal activities within corporations. For example, only 44% of the responding companies indicated that they had formalized their activities under a single, identifiable program. Fully one fourth reported that responsibility for management of the activities was spread over several departments.

Similarly, the investment in such efforts is relatively low. For example, in the vast majority of companies, less than 50% of a single staff person's time is spent on coordinating employee volunteer activities:

% of Time Spent	% of Respondents
10% or less	48%
11- 25%	20%
26- 50%	19%
51- 75%	5%
76-100%	8%

Nearly 70% of the companies spent less than $25,000, excluding staff time, on their program:

Amount of Money Spent	% of Respondents
Less than $5,000	44%
$ 5,000 - $ 9,999	14%
$ 10,000 - $24,999	11%
$ 25,000 - $49,999	10%
$ 50,000 - $99,999	4%
$100,000 +	3%

Forty-four percent of the companies who responded indicated they do not have written policies that govern their volunteer programs. Of those that do, 39% have policy statements regarding company involvement in community service activities, and 40% have policies relating to employee involvement. Although 60% of the companies responding indicated that they allow released time, only 17% have written policies related to released time!

Only about half of the companies who responded evaluate their volunteer programs. Of those that do, most either collect quantitative data or anecdotal information. Twenty-one percent indicated they conduct either process evaluations, examining how well the program operates, or impact evaluations, examining the results and benefits of the program. Only 8% of the companies undertaking any kind of evaluation efforts utilize an outside organization to do so.

When asked in a separate question how they can document or prove the benefits they believe accrue from employee volunteering, fewer than 20% pointed to survey results and less than 10% to formal evaluations. Most relied on testimonials and anecdotes.

Finally, despite the well-known fact that open and effective communications is an important way to motivate people to volunteer, half of the companies indicated that they do not have printed materials on their employee volunteer programs or activities.

When data such as this about the management of employee volunteer programs is compared with that presented at the end of Chapter 1 about the perceived benefits of such programs, it is hard not to conclude that the benefits, including enhancement of the corporate image, are far out of proportion to the level of invest-

ment in the programs. Indeed, the marvel is not the tremendous amount that such programs are accomplishing but rather that they manage to exist at all!

How do they survive and succeed? The following elements were identified by respondents as those most important to the success of their programs:

Key Program Elements	% of Respondents
CEO support	83%
Mid-management support	62%
Recognition of employee volunteers	60%
Central coordinator of activities	49%
Having resources budgeted	48%
Employee involvement in planning and management	39%

But such factors alone cannot offset the lack of resources, management time and good management practices, or internal fragmentation and relatively low visibility. It is much more likely that the answer to the success of these programs lies in the positive nature of the work itself, which can motivate the part-time program managers as well as the employees who volunteer. If this is so, companies might strengthen their total efforts by learning how to integrate this positive work into the mainstream of corporate life.

Also, it must be assumed that corporations receive maximum return on the limited investment they are making in such programs. In the balance of this chapter, we examine two of the ways in which resources can be stretched and leveraged to maximum benefit: through promotional activities and in the relationship of employee volunteering to the cash contributions of corporations.

Promotional Activities

Corporations encourage and support employee volunteering through a variety of promotional mechanisms that require minimal resources. The popularity of such activities is evidenced in the following chart compiled from the VOLUNTEER survey results:

Promotional Activity	Number of Companies Responding
Recognition of employee volunteers	244 (83%)
Publicity about volunteer opportunities	200 (68%)
Surveys of employee volunteer involvement	180 (61%)
Community involvement fund programs	149 (51%)
Volunteer fairs	80 (27%)

Such activities not only provide support and encouragement for employee volunteers and much needed assistance to the community, but they also benefit corporate community relations in several ways:

1. They identify the level of interest or support for volunteering in both employees and management.
2. They introduce the concept of volunteering to employees.
3. They demonstrate company support and encouragement to both employees and the community.
4. They can increase the effectiveness of cash and noncash contributions.
5. They serve as a basis for establishing a formal volunteer program.

When well-defined and targeted—by linking philanthropic contributions with employee volunteering, for instance—such efforts often offer the greatest exposure to the most people for the lowest cost.

For too many companies, however, promotional activities are their total effort. For others, such activities are ill-planned and fragmented, with no clear sense of goals or desired results. In some cases, promotional activities reinforce employee skepticism about the level of the company's commitment, creating the feeling that it is better to do nothing at all than to do very little poorly.

Recognizing Volunteers

Volunteer recognition is a primary company vehicle for supporting employee volunteering and fostering good employee and community relations. Nearly 250 responding companies reported that they sponsored some kind of volunteer recognition activity, including

internal and external efforts and individual and public mechanisms.

Most companies recognize employee volunteers through

- internal and external publicity;
- events, awards and incentives;
- financial support to agencies where employees volunteer; and
- acknowledgement of the value of volunteering in company policies.

Publicity. According to VOLUNTEER's survey, internal and external promotion of employee volunteer efforts is the most frequently used recognition method. More than 240 companies indicated they feature stories about employee volunteers in their house publications. Bank of America, for example, publicly recognizes its employees in a feature section of its annual report. Citibank has used employees' community participation as the theme of its annual report. Pacific Northwest Bell published a special report to the community on its community relations teams. First Bank Minneapolis placed a full-page ad in honor of its employee volunteers in the city's major newspapers during National Volunteer Week 1985. The "heartfelt thanks" message was followed by a heart-shaped list of each employee's name and the agency where he or she volunteers.

"By recognizing the personal involvement of our employees in the community," says Roberta Boelter, FBM coordinator of urban development, "the bank emphasizes the importance and value of volunteerism."

TRW gives national recognition to its employees who volunteer on a unique calendar produced by the Information Services Division. The calendar features 30 employees, their photograph and a profile of their accomplishments.

Awards. Sponsoring volunteer recognition events is the second most widely used mechanism to honor employees. Nearly 140 companies (47%) reported that they have receptions, luncheons, banquets or parties for their volunteers. From Boise Cascade's morning reception with refreshments to Coca-Cola's luncheon to CIGNA's award dinner, companies present mementos and certificates to their volunteers at these events and honor them in ways many never have experienced before. For example, often a company's CEO will make the presentation and personally thank the employee.

The tangible awards take the form of appreciation certificates, key chains, mugs, plaques and other memorabilia. In Tennessee, a

state that requires only one tag on a vehicle, Union Planters Bank volunteers receive a car license plate bearing the program's name (IMPACT) and the words "Outstanding Volunteer."

Other unique awards and incentives for employee volunteers are the extra vacation days Union Planters grants employees for every 25 hours of volunteer service (up to five days), Honeywell's slide show that profiles each of its award-winning volunteers, and an all-expenses paid week's vacation for two for CIGNA's "Volunteer of the Year."

Some companies, like CBS and Westinghouse, recognize their employees' valuable contributions by providing training to maximize their community service efforts. These sessions cover such topics as nonprofit fundraising, boardsmanship, problem solving, community needs assessment and management skills.

Westinghouse provides an environment conducive to the discussion of ideas and new perspectives on volunteering. Its seminars emphasize improvement in each employee's volunteer program area. The objectives of its training program are to show employees how to perform better, address activities with skill, solve problems and assess community needs.

Cash Contributions. A third area of recognition that supports employee volunteering is giving cash contributions to agencies where employees are involved.

"It is not only an obligation on our part to give back to the community what we are able to receive, but Air Products feels it is the community's right to expect that," says Pamela Hardwick, Air Products community relations representative.

Air Products sponsors a program called Excellence in Community Service Awards that recognizes outstanding employee volunteers in four categories—education, health and welfare, community improvement and the arts. The company presents a $500 check to the service organization of each award winner's choice.

Some companies, like Chemical Bank and Mellon Bank, feature "volunteer of the month" awards programs that contribute $1,000 and $500 respectively to the winners' volunteer agencies. At CIGNA, a "volunteer of the year" is selected from the 12 monthly awardees to receive a week's vacation for two and a $2,500 contribution to the volunteer's agency.

Company Practices and Policies. A fourth way that companies recognize employee involvement is in their policies and through certain practices. Typical examples include notations of employee volunteer involvement in personnel files, consideration

of volunteer experience in evaluating employees, inclusion of such experience as a part of job application forms, and including community involvement activities in managers' objectives.

Approximately one-fourth of the survey respondents indicated that they include information about volunteer activities in personnel records. At least 19 companies consider volunteer involvement in their employee performance appraisals. Only 9% indicated that they ask for volunteer experience on their job applications, and a few companies, most notably Honeywell and and Levi Strauss, include community involvement in managers' objectives.

Companies that implement such policies and practices usually have the strong backing of senior management. They believe such policies can further volunteer program development because they provide a solid foundation of support and justification for employee involvement.

Publicity about Volunteer Opportunities

At least 200 survey respondents publicize volunteer opportunities to encourage their employees to get involved in their communities. This approach is an efficient way to inform and recruit employees because it continually promotes volunteering. It is also a low-cost method for spreading the message about volunteering.

The most common way that companies let their employees know about volunteer opportunities is through the classified ad. It could take the form of a bulletin board posting, desk flyer promotion, listing in the inhouse newspaper or on closed-circuit television. Employees take the information from the volunteer classifieds to make direct contact with the agency in need of assistance, without the use of a "middleman."

This approach works particularly well in a corporation without a regular staff person to refer prospective volunteers. Nevertheless, the company must have a system for obtaining up-to-date volunteer position openings. Scott Paper, for example, has volunteer agencies regularly send in their classifieds. Shell Oil Company obtains regular listings from the local Volunteer Center.

Of the 200 survey companies that provide publicity and information on volunteer opportunities, 43% also conduct more structured clearinghouse programs. The difference between providing publicity on volunteer opportunities as a promotional activity and the structured clearinghouse approach (see Chapter 3) is the *degree* of support and assistance provided by the company to the employee volunteer.

Surveys

One hundred eighty of the companies who responded to the 1985 national survey conduct employee surveys. Such surveys are tools for promoting volunteering while quantifying employees' community service experiences. They also help companies identify leaders to assist in the design and administration of a volunteer program and determine general and specific areas of interest to employees. Finally, surveys can aid in planning recognition activities.

Time Inc. surveyed its employees to identify the interest level of its metropolitan New York pre-retirees in a company-sponsored volunteer program. The survey also produced information on the retirees' areas of interest and types of company mechanisms that would encourage them to volunteer, such as providing information on volunteer opportunities.

For recognition purposes, General Mills asked employees to complete a brief survey indicating the number of hours they had volunteered in a certain period of time. All volunteers were invited to attend a reception during National Volunteer Week in which senior management participated. A drawing benefited six volunteers who won a special memento and contributions of $100 or $500 to the agency of their choice.

Surveys also can help companies develop skillsbanks of employee volunteers. The information can be compiled and stored on a computer database and serve as the foundation for a formalized volunteer program.

The Andersons, a diversified agri-business, used an employee survey to learn of the types of activities and agencies employees are involved in to help the company foundation link its cash contributions more to agencies where employees are involved as volunteers.

At Boise Cascade, an employee survey was used to solicit employees to join a volunteer team and to identify volunteers willing to serve on a steering committee to help select volunteer projects for the teams.

Typical survey questions ask about employees' current volunteer activities, preferred activities and types of skills, and times and locations where an employee would like to volunteer. Questions about why people do and do not volunteer often are asked as well as what types of company-sponsored activities would encourage employees to volunteer.

Because of its multiple uses, the employee survey is frequently used by companies not only to build a case for company-supported

employee volunteering, but also to develop a program by identifying employees' primary interests and ways the company can support them.

Community Involvement Funds

More than half of the companies responding to the survey link corporate philanthropy programs with employee volunteering. Some of these promotional activities have been a company tradition for years—like donating goods and services to nonprofit agencies. Others, like cash grant programs, are more direct and targeted.

Cash grants that link corporate or foundation contributions to employee volunteer involvement are generically called "community involvement funds." Some companies call these programs "Dollars for Doers," "Volunteer Incentive Program," "Community Service Awards" and "Employee Volunteer Support Program."

"Our Fund for Community Service provides support to the community and equally important, it gives a vote of confidence to employees to know their company recognizes what they do is worthwhile," says R. Harcourt Dodds, director of corporate responsibility programs at Champion International.

The company's chairman and CEO, Andrew C. Sigler, echoes Dodds' comments and confirms other benefits of the program. "We believe in the work our employees are doing to better the quality of life around them," he says. "By linking grants to volunteer activities, we hope to increase the effectiveness of their efforts. Their involvement helps us target corporate giving where it will produce visible results."

Though the design and administration of volunteer-related contribution programs vary from company to company, a common stipulation is that the employee applying for the grant must be an active volunteer with the nonprofit recipient. Grants to organizations in which individual employees are involved range from as little as $15 to $50 in JC Penney's Associate Involvement Fund to $1,000 in McGraw-Hill's program.

Grants usually require that the contribution be used for a specific project, purchase or service rather than for general operating purposes. For example, McGraw-Hill's Employee Volunteer Support Program grants have been used to purchase stage curtains for a performing arts center and respirators for a volunteer ambulance operation. The company's application states, "We would like to help in that overlooked middle ground where your personal in-

volvement enables you to identify a special project that can be completed in a specific period of time. We look for projects that enable organizations to function more effectively, serve more people, or add a new dimension to their services."

Some companies use their community involvement funds to encourage employees' involvement in areas the company has designated as a corporate priority. Northeast Utilities, for example, financially supports organizations that focus on energy conservation, income assistance, education/ training, economic development, housing for low- and moderate-income families, social and health services, and public safety. The company selected these areas because they address important human services needs in its region and because its employees are particularly skilled to help with these types of needs. Funding support within these focus areas ranges from $100 to $300 for a soup kitchen, food bank, fuel bank and shelter. NU also offers an additional $250 worth of in-kind services.

Community involvement fund programs differ in design and administration. Some have guidelines that state employee eligibility in terms of length of employment in the company and amount of service to the organization.

Champion International requires that the employee be an active volunteer for at least six months with the nonprofit recipient, and Bank of America requests three months' volunteer service. Safeco makes $100 grants to nonprofits where employees have volunteered a minimum of 25 hours of their personal time.

Exxon Company, U.S.A. invites retired employees to apply for a grant, and IBM includes spouses of active or retired employees in its criteria. GTE allows employees to apply for grants to more than one eligible organization and, conversely, organizations with more than one eligible volunteer may receive multiple grants. Time Inc. and Champion International allow joint or team applications for organizations where two or more employees volunteer.

Just as guidelines vary for involvement fund programs, the selection process for making the grants differs from company to company. At Bank of America and McGraw-Hill, for instance, foundation staff select and/or approve involvement fund recipients. GTE's Corporate Contributions Committee advises and counsels each local GTE public affairs department on its program selection process.

Other companies designate management committees representative of several departments to select recipients, and some like Chevron Corporation identify non-management employee com-

mittees to review and act on fund applications.

Champion International has decentralized its grant-making system by allowing employee committees at company locations to administer the Champion Fund for Community Service (CFSC). Each committee consists of five to eight employees who have either some volunteer experience or knowledge of the community. CFCS recommends that it include a representative of key interest groups such as the plant manager designate, public affairs network representative, employee relations designate and employee participant(s). These representatives then select other committee members. The committee is responsible for approving or denying requests, determining eligibility and recordkeeping.

An interesting finding from companies interviewed about their cash contributions programs is that few use the total amount budgeted for this promotional activity, and seldom are there too many employee requests for the company to respond to.

At Morgan Guaranty Trust Company, there is no set amount in its involvement fund. "To date we've funded every request that's come in and usually for the amount requested," says Roberta Ruocco, volunteer coordinator. Other companies, like CBS, Federal Express and Tenneco, indicate that while a set budget may be established for their involvement funds, there are usually monies left over each year.

The Aetna Life and Casualty Foundation has found a way to maximize use of its Dollars for Doers program, perhaps the oldest of all corporate volunteer-related contributions programs. Carol A. Meyer, employee programs coordinator, says, "The key to the success of our program is the announcement of the Dollars for Doers program through our company's various employee publications, annual report and a kick-off memo to all general agents, office managers and vice presidents throughout the company."

Meyer credits the tripled response from employees between 1983 and 1984 to this publicity. It increased 21% in 1985, resulting in a $25,000 program budget increase for 1986.

All permanent full- and part-time Aetna employees are eligible to apply for a grant from $50 to $500 per request for their organization, not to exceed more than $1,000 in a single year. All requests are sent to Aetna's foundation in Hartford, Connecticut, for approval.

Another unique way in which corporations link contributions with employee volunteering is through matching gifts programs. Both Cooper Industries and IDS, for example, offer a bonus match

for employees involved in volunteer programs to which a cash contribution is made. Other companies have opened up their monetary matching gifts programs, which traditionally covered only educational areas, to match employee volunteer efforts in social service areas.

Backing employee volunteers with money benefits everyone: the employees, who feel good knowing their company will support their volunteer efforts; the community agencies that can use the funds for special projects or to expand services; and the company that can leverage its cash resources by coupling them with human resources to have greater impact.

Volunteer Fairs

Eighty companies responding to the survey have used the volunteer fair as a mechanism to encourage volunteering by allowing nonprofit agencies to recruit employees on their premises for community volunteer work.

The fairs often take on a festive atmosphere with refreshments, balloons and bright displays. Agency representatives set up booths or tables and provide information to employees on their specific volunteer needs.

Many companies have used these low-cost events as vehicles for launching their employee volunteer program. They also realize their value in promoting community relations and in increasing ownership of volunteering within the company.

Allstate Insurance sponsored a volunteer fair to show employees the diversity of volunteer opportunities available. Metropolitan Life used the volunteer fair as a "kick-off" event for its employee volunteer program in New York City. Since then it has sponsored "mini-fairs" near the company cafeteria in which employees represent and recruit for the agencies where they volunteer.

In Houston, Foley's Department Stores and the Houston Post joined forces in a successful spin-off of the company volunteer fair concept. Drawing upon their own unique resources, the two companies' goal was to recruit volunteers from the general public, rather than their own workforces. The Post ran a weekly full-page advertisement that recognized a local nonprofit organization for its work and encouraged readers to "get involved!" Foley's invited the nonprofit to set up a volunteer information table in each of its stores during the week the ad appeared.

Edwina Fraley of Foley's Special Events Department says that the nonprofit participants reported significant numbers of volunteers

signed up for their programs.

"I think the combination of recognition and awareness raising generated by the ads and the opportunity to have someone [from an agency] personally answer questions about becoming involved as a volunteer is responsible for the recruitment success," she adds.

Profile

TENNECO INC.

A Leadership Role in Expanding Employee Volunteering

Tenneco Inc. is a "family" of companies that includes businesses in oil processing, life insurance, shipbuilding, agriculture, land development, chemical processing and gas pipelines. This diversified approach also can be seen in the way Tenneco supports employee volunteer involvement. Its Volunteers in Assistance (VIA) program provides a variety of supports for individual and group volunteering and was the first corporate volunteer program to be recognized with a President's Volunteer Action Award.

Background

Tenneco launched its Volunteers in Assistance (VIA) program in the late 1970s in response to the needs of one of the fastest growing cities in the U.S.—Houston, Texas. Realizing the potential impact its 6,000 headquarters employees could have on the problems facing Houston, especially when combined with corporate financial support, the company moved to mobilize this vast volunteer resource.

In 1978, Tenneco issued guidelines for establishing a successful corporate volunteer program:

1. Identify agency needs and areas where maximum impact can be achieved.

2. Match employee interest with agency needs.
3. Supplement volunteer time and talent with corporate contributions, including a Community Involvement Fund to support projects undertaken by company volunteers at various organizations.
4. Develop an active communications program for both internal and external audiences to recognize accomplishments and employee participation and to encourage continued support.
5. Encourage other companies to establish similar programs.

The essential elements of VIA's success, according to Timothy Roseborough, manager of commmunity/employee affairs, are a large number of willing and talented volunteers, the full-time attention of a community affairs staff to recruit and match volunteer resources with community needs, and the commitment of corporate contributions to back volunteer activities.

VIA is administered by a fully staffed Department of Community/Employee Affairs. Jo Ann Swinney, director, has overall responsibility for the program and corporate contributions; Timothy Roseborough runs the day-to-day operation of VIA and is assisted by two Community Affairs professionals.

Volunteers in Assistance (VIA)

Five mechanisms support Tenneco's collective approach to encouraging employee volunteer involvement through VIA: (1) a computerized clearinghouse, (2) group projects, (3) special partnerships, (4) educational programs and (5) a retiree program. Employees can choose to volunteer individually or in a group, for a one-time project or an ongoing activity, or with a special group or a variety of groups and individuals.

Employee input into the type of involvement is a key part of VIA. They often suggest agencies and activities to be supported through VIA programs, and a VIA Advisory Committee, formed in 1983, gives future direction to the growth of the program. Appointments to the committee are made by division presidents.

The VIA Clearinghouse

More than 1,600 employees are registered in the VIA clearinghouse, a computerized system that registers Tenneco volunteers and agency needs. Employees learn of the latest volunteer opportunities entered into the system through a monthly VIA newsletter, which includes a tear-off response form. In the last five years, over

160 agencies have been assisted by employee volunteers through the clearinghouse's computer matches.

Group Projects

For employees who prefer volunteering in groups, VIA regularly offers a number of activities and projects, such as fundraising for the local public broadcasting station to participating in Special Olympics and the March of Dimes Teamwalk. In 1984, more than 1,000 VIAers sponsored 24 holiday projects, benefiting 17,000 Harris County residents.

Special Partnerships

Through partnerships with other organizations, Tenneco provides volunteer support to targeted special populations: the retarded, elderly, Hispanics, the Red Cross, inner city students and public housing residents. Ongoing activities and special projects are planned and implemented for each "partner."

Through a partnership with The Center for the Retarded, for example, Tenneco volunteers spend evenings and weekends at the center assisting mentally retarded adults in a variety of ways. Ongoing projects include teaching arts and crafts, giving dance lessons and operating the "Ranch Store"—a soda fountain and snack bar where residents can socialize and buy refreshments.

Special projects at the center have ranged from an annual Christmas dinner/dance to a baseball game and barbeque to a renaissance festival. VIA volunteers take full responsibility for planning, coordinating and hosting these events and often provide transportation for the residents.

Sandy Killian, Tenneco systems and records coordinator, has been an enthusiastic volunteer at the center for five years. In addition to teaching an arts and crafts class, Killian has coordinated special field trips and events for the residents.

"Volunteering has helped me in my job," she says. "I chaired the Christmas dance one year, and when I saw the organizational skills I had, I was amazed. I never thought I could tackle a project like that. It gave me confidence."

Tenneco adopted Sheltering Arms, a multi-service agency for the elderly, in 1979. Though many Tenneco volunteers bring cheer to residents and homebound elderly through personal visits, another program called "telephone reassurance" allows employees to check with their clients every day without leaving their office.

In "Life After Work" forums, VIAers offer pre-retirement coun-

seling, financial management sessions and other information to help Sheltering Arms clients make the transition from employment to retirement. Tenneco Creations, a group of over 100 volunteers who make hand-made articles, sew colorful lap quilts for the nursing home residents. Each quilt contains a label with the words, "Made Especially For You By Tenneco Volunteers."

Tenneco's adoption of Ripley House, a multi-service center for the Hispanic community, grew out of its annual sponsorship of the Houston Pops Orchestra concert celebrating Fiestas Patrias. Ongoing volunteer activities there include sponsorship of a neighborhood youth boxing program, instruction to assist community members in becoming naturalized U.S. citizens, and board and program planning activities.

Support from Tenneco's Community Involvement Fund has helped purchase boxing equipment and underwritten costs for the Ripley House youth theatre and cultural events.

Tenneco historically has enjoyed a strong relationship with the American Red Cross, particularly in times of disaster. In 1980, the company signed a Statement of Understanding with Red Cross national headquarters in Washington, D.C. to formalize its commitment.

The agreement called for maintaining liaison between the headquarters offices of Tenneco and the Red Cross, coordinating Tenneco participation in Red Cross chapter activities and opportunities for cooperative service projects, sponsoring service training for Tenneco employees, offering employees the opportunity to give blood and volunteer at bloodmobile sites, and keeping the public aware of both organization's activities and accomplishments.

The business/school partnership between Tenneco and the Houston Independent School District helps prepare students for the world of work in a variety of creative ways.

In the spring of 1981, Tenneco adopted Jeff Davis High School, an inner-city school with a high concentration of economically disadvantaged students. Because of high dropout and absenteeism rates and low composite test scores, Tenneco decided to nurture positive views of work in general and business in particular.

Employee volunteers teach and serve as role models, helping to build students' self confidence and influencing their attitudes toward learning. Tutors assist in science, math, computer science, English, journalism, reading, French, office education, drafting, physics, chemistry, business law and accounting.

According to George Diaz, principal of Jeff Davis, the business/school partnership has brought about improvements in attendance, behavior and attitude toward the school.

"The single most important message that comes across from having Tenneco as a partner is the feeling of importance that has been given to students, teachers, administrators and community leaders," he said. "The fact that a large corporation like Tenneco would take the time to provide volunteers to an inner-city school proves to teachers and administrators that the business world cares. It says that it cares enough to want to have a stake in the future and well-being of our young people—tomorrow's adults."

In other efforts with Jeff Davis, VIAers and students worked together on a landscaping project to beautify the school grounds. Trees, flowers and shrubs were planted under the direction of personnel from a local nursery.

Through the Cities in Schools program, Tenneco sponsors and underwrites the cost of the Jeff Davis Summer Jobs Training Program, which provides jobs for up to 100 students with various community-based organizations. The program is directed toward helping youth develop the skills, motivation and understanding necessary to be capable, productive young people.

The Tenneco Mentorship Program allows students to visit the employees at their worksite and observe first-hand the types of careers a large corporation offers.

"The workforce of the future must be made up of better educated, better thinking and retrainable employees," says Joe Foster, Tenneco executive vice president. "They must be able to adapt to rapid technological and production changes. It is important to us at Tenneco to do what we can to help the educational system turn out that better product."

Educational Programs

Tenneco volunteers are involved in a number of significant educational programs besides the Jeff Davis High School partnership. Junior Achievement programs, for example, include Project Business, which teaches eighth and ninth graders about the free enterprise system; Applied Economics, an 18-week course for junior and senior high school students that combines an understanding of the American economic system with practical business experiences; and JA Companies, a program for high school students that includes hands-on experience in setting up, operating and liquidating their own company.

"Project Business was a learning experience for both the students and myself," says Joe Maxwell of TGC Engineering. "The kids were made aware of the basic workings of the business community, and I saw the business world through their eyes, a refreshing new outlook."

Another educational program involving VIA volunteers is The Engineering Explorer Post, a division of the Boy Scouts of America. VIAers serve as consultants, speakers and advisors to students interested in engineering, and together they make site visits to see pipeline construction, river tower and corrosion remedy projects.

Retiree Volunteering

More than 350 Tenneco retirees reside in greater Houston. To involve this resource in community volunteer activities, in 1984 Tenneco began publishing a newsletter, "RAVE (Retiree Action Volunteer Efforts) Notice," that highlights retiree volunteer opportunities. In addition, because volunteering was included in the by-laws as a focal activity of the newly formed Tenneco retiree club, management agreed to support the club.

While retiree involvement remains below expectations, Swinney says, "I think that will change as employees who've been VIAers retire and are able to convince other retirees of its value."

Community Involvement Fund

The company supplements employee volunteers' time and talent with corporate contributions. Through its Community Involvement Fund, Tenneco provides grants of up to $1,000 for nonprofit agencies where employees volunteer to meet specific needs such as equipment, materials or to fund special projects that aren't a part of their regular operating expenses. The company sets aside $75,000 each year for the fund. All Tenneco full-time employees and retirees and its operating divisions may apply.

"We feel that employee volunteering is not only a way to check corporate contributions, but also a way to leverage contributions," says Gordon Bonfield, Jr., senior executive vice president and group executive.

Jo Ann Swinney agrees. "I think that our employee volunteer program has been a real source of strength and support to our corporate contributions program because employees have been able to provide us with information about the organizations," she says. "They have also been instrumental in aiding the organizations to prioritize their needs and making us aware of those needs."

The Community Involvement Fund has paid for numerous needed items, such as disaster communications equipment for the American Red Cross, a computer printer to aid the Houston Center for Attitudinal Healing and a copier to enable Volunteer Lawyers and Accountants for the Arts to operate its referral and monitoring programs more efficiently.

Tenneco expands the employee volunteer support concept by each year offering two agencies a two-for-one match to employee contributions. In 1985, Volunteers of America's Christmas Baskets for the Needy and the Houston Metropolitan Ministries Meals on Wheels Program benefited as the selected recipients. Employees contributed $9,763 and the company's match brought the grant total to $29,289.

Volunteer Incentives Program (VIP)

Tenneco's Volunteer Incentives Program (VIP) was designed to help social service agencies overcome some of the federal budget cuts by encouraging volunteerism. VIP invites nonprofit organizations to apply for funding to promote or expand their utilization of volunteers by involving people who never have volunteered. The contribution is to be used for all out-of-pocket expenses to operate a volunteer program such as mileage, transportation and food for the volunteers.

Union Y Progresso Corporation was the first recipient of the VIP in 1983. A $2,000 grant enabled 21 volunteers to contribute more than 1,000 hours in a variety of projects for seven months, including meals on wheels, a public clinic for indigents, a small group housing facility for senior citizens and a food preparation facility. The VIP workforce that year consisted of students, a teenage school dropout, housewives, assembly line workers, factory hands, several unemployed persons and one self-employed person. The volunteers receive a stipend of up to $10 a day.

"We believe that volunteerism is the pulse of America's philanthropy," says Jo Swinney. "Through volunteerism many individuals not only provide necessary services but also become benefactors to those agencies they serve."

Expanding Volunteering Beyond Headquarters

At headquarters, Community Affairs staff developed a manual for the Tenneco "family of companies" to use as they begin to formalize their employee volunteer efforts. Staff are also available for consultations with new program coordinators.

One obstacle noted by Gordon Bonfield, executive vice president, is the autonomous operation of each of the diversified companies.

"Some embrace it more than others," he says, noting that the type of community, number of employees and type of industry all influence how well the companies have succeeded in establishing their efforts.

Each company decides independently how the program or activities will be coordinated and the amount of fiscal support it will give to its operation.

Volunteer activities of all Tenneco companies are regularly reported in the quarterly house publication called "Volunteer." This sharing of information is helpful because it shows what each company is involved in and acts as a recognition vehicle for employees who volunteer.

Programs set up by the companies range from complex activities to single-focused programs. At Newport News Shipbuilding, for example, employees learn regularly of volunteer opportunities from a newsletter developed by Phyllis Stephenson, community affairs program administrator. Stephenson has rallied employees for a variety of volunteer projects including the restoration of three historical ships, a physical education project for physically and mentally handicapped children, and an award-winning business/education partnership program.

Albright and Wilson's Marchon Works in Whitehaven, United Kingdom, initiated an unusual method to encourage employees to contribute to worthy community programs. In a charities fund based on a lottery, employees may choose to have a weekly payroll deduction ($.25 to $1.25) placed in the Employee Charity Fund. Half of the money is distributed to local charities, and the other half is paid out in prize money to the winning agency. A committee of nine A&W employees administers the fund.

Tenneco Oil Processing and Marketing employees have assisted in setting up a data processing training center in New Orleans for underprivileged people and sponsor "Read-The-Zoo," a reading certificate program for kindergarten through eighth-grade students.

Philadelphia Life Insurance Company supports a unique community improvement project called Philadelphia Green. Employees participate in the partnership with organized community groups to plan and carry out greening projects on vacant lots or along streets. In many instances, the greening projects have been

the focus of community development activities in low- and moderate-income areas.

A Leader in Texas Corporate Volunteerism

In 1981, Tenneco played a leadership role in promoting corporate volunteerism in Texas. Sponsoring the first statewide conference in the U.S. on corporate volunteerism, in cooperation with VOLUNTEER, Tenneco encouraged other companies to share their expertise and play a larger role in community support through private sector initiatives.

Called "Impacting the '80s Through Corporate Volunteerism," the conference drew representatives from 38 major Texas corporations, the governor's volunteer office, the Volunteer Centers of Houston, Dallas and San Antonio, the local Chamber of Commerce and the Houston Independent School District.

The success of this conference spawned a follow-up conference for Houston-based companies the following year. Participants received training on how to develop and improve their own employee volunteer program.

In 1984, Tenneco again was the corporate sponsor in another statewide conference, "Building Excellence Through Partnerships in Education." More than 300 educators, government and community organization leaders and business people examined ways schools can best utilize partnerships to improve educational programming. As a result, the Chamber of Commerce has adopted the Partnership in Education program and has continued working to promote the partnership concept.

Chairman and Chief Executive Officer James L. Ketelsen was recognized by *Industry Week's* Excellence in Management Awards program in 1983 for outstanding efforts in providing public service to the community. Ketelsen believes "pride in what the company does creates pride in a person's job and builds more effective productivity on the job.

"The pursuit of excellence in work and quality of life is long and challenging. Fulfilling one's potential is equally difficult, but as a corporation and as a group of caring, sharing people, we're trying and we're succeeding on both counts."

Profile

XEROX CORPORATION

Assuming Responsibility for Community Problems

Xerox, a pioneer of social service leave, uses the team method to employee volunteering. Called the Xerox Community Involvement Program (XCIP), this "Team Xerox" approach is one of the most successful decentralized efforts in the field.

XCIP channels funds to local teams of employees for specific community projects. Though requests for funding are approved by headquarters, this program allows employee autonomy in project selection. It is based on Xerox's belief that "corporate social responsibility is an investment, not a give-away . . . a necessity, not an option."

Background

When Joseph C. Wilson founded Xerox, he felt that to be successful, the company would have to "combine the force of technology with the force of humanism." In 1971, Xerox launched an experimental program called Social Service Leave. The idea originated from discussions between the company president and vice president of personnel, who were seeking a better way for Xerox to demonstrate its involvement in the community.

The concept of allowing employees a paid leave of absence to do social service work was received favorably within and outside the company, according to Robert Schneider, former vice president for public affairs.

"The president made it very clear that the program was primary

by taking final responsibility for approval of leave," he says.

The program was so successful that in 1974, Xerox created its Community Involvement Program in response to employees' desire to be involved in their communities without taking a leave of absence. XCIP also provided support to employees who already were volunteers.

"It was readily apparent that many employees were already involved," recalls Schneider, "and XCIP was, in many ways, a legitimizing of their volunteering—both in terms of corporate dollars and in management's approval of employee involvement."

In a 1979 report, Xerox spelled out its corporate responsibility philosophy:

> The investments we make in society—like those we make in capital equipment or technology—are essential to our prosperity. Through such investments we maintain, build and strengthen the communities of our customers, our employees and our shareholders. In the long view, corporate contributions are smart business. It is short-sighted, and ultimately naive, to regard them as anything less . . . .
>
> Throughout most of this century, social problems have been addressed by a partnership of several elements within society: governments, nonprofit organizations, individuals and corporations. Each element is essential in this fragile partnership. Without any one, the effort would falter . . . .
>
> Business, if anything, could assume an even larger share of the responsibility because it is specifically structured to solve problems. The business community possesses enormous wealth, advanced technology and abundant human resources. It works more efficiently than a government, more effectively than individuals acting separately.
>
> And its role is so large today that it cannot disengage. Business contributions are indispensable to society. There should be no turning back.—*from "Xerox and Society," 1979*

The Team Approach

Since XCIP began, over 70,000 people have conducted and participated in almost 3,000 projects in hundreds of communities across the country.

"Just as we apply the Team Xerox approach to solve customer problems," says Robert Gudger, vice president of the Xerox Foundation and manager of corporate responsibility, "so do we use teamwork to address social and community issues. In our volunteer activities and grant contributions, we work as partners with

community, government and nonprofit groups to design action programs tailored to specific social needs.

"Similarly, our corporate-wide goal of maximizing return on assets applies equally to our social involvement efforts. The investments we make in society—human, material or financial—are managed as carefully as other corporate assets. They are preceded by careful planning, attended by strict budgeting and review procedures, and managed by experienced professionals who are responsive to company goals."

XCIP is administered locally. Each major company location (i.e., a region, district or Xerox company) can form its own XCIP Location Committee, which selects, plans and initiates community projects that involve employee volunteers and corporate contributions.

Committees usually consist of seven employees and a volunteer coordinator, who is selected by the committee, approached by management or volunteers for the job. The coordinator has primary responsibility for the XCIP's administration. Though the local committee and coordinator identify their volunteer projects—they know their communities best—all requests for funding are approved at headquarters in Stamford, Connecticut.

All XCIP teams receive support from the national community and employee programs manager, Marion Whipple, who provides assistance and training to coordinators, approves requests for project funding and organizes recognition of the teams for their efforts.

Each of the 130 participating Xerox locations receives an annual allocation, not to exceed $5,000, based on project need. This creates an annual national budget of approximately $600,000 for community involvement programs.

Whipple notes that while the $5,000 is "seed money" to implement the projects, "the heart of the program is the people who volunteer their time and efforts: the coordinators whose dedication and commitment motivate others to volunteer, the committee that works hard to plan the project, the local managers who support the volunteer efforts of their people, and the volunteers themselves who give of their time and energy to help others."

A Field Model

In the Mid-Atlantic Region, XCIP projects meet a broad spectrum of needs. During the first half of 1985, the region's employees implemented 32 community projects related to handicapped, youth, se-

nior citizen and health care concerns. Participation, reflected by a 250% increase over the previous year's rate, took many forms—as fundraisers to assist such groups as Special Olympics and the Children's Hospital National Medical Center, for example, or as coordinators of a celebrity golf tournament that benefited the Leukemia Society of America.

Customer Service Support Center XCIPers took senior citizens on a Potomac River cruise. The Potomac Branch landscaped the Temple Hills Center in Maryland, and the Executive Branch made minor repairs for the United Planning Organization's day care center in Washington, D.C.

Larry Brown is the business and community relations manager responsible for assisting the Mid-Atlantic Region's eight XCIP coordinators. A former Washington Redskins' running back, Brown sees volunteering by Xerox employees as "part of a game plan that's devised to add another dimension to our social responsibility program. We think of corporations owing their livelihood to the communities where they're located. To a certain degree I think that people, like corporations, have some sort of game plan to make a contribution to the community, too."

Volunteer Coordinator Training

At the beginning of each year, Xerox conducts at least ten regional training seminars for XCIP coordinators. These sessions give them the opportunity to review the previous year's work and discuss new goals and strategies for improving employee participation. Roleplaying is often used to help them build leadership skills.

Whipple notes that there is no typical coordinator.

"They run the gamut from managers to secretaries to administrative clerks," she says, "but they all have one thing in common—they're all active in their communities."

When discussions turn to volunteer recruitment or other aspects of volunteer administration, Whipple relies on the experienced coordinator.

"What I find to be the most effective tool is for me to step back and find someone in the group who has an outstanding, successful program and ask them to talk about it," she says. "Having someone from corporate tell them how to do it doesn't mean as much as hearing it from someone who has done it."

The training seminars are also occasions for honoring award-winning teams with an original work of art to be placed in public view at their Xerox location.

The seminars usually run for one day, though sometimes coordinators need an extra day to travel. Headquarters pays all costs for travel and accommodations. After gaining permission for the coordinators' participation from their managers, Whipple schedules regional seminars at times convenient to their work schedules.

"It's important to work with management and have their support for XCIP," she says.

Choosing XCIP Projects

XCIP team projects fall into two broad categories—activities that originate within the Xerox work group and meet a community need and ongoing or emerging activities of an established community organization that need additional support.

XCIPers in Tampa, Florida, who gave up their Thanksgiving holiday to deliver and serve food to the disadvantaged and elderly, fall into the first category. Others are XCIP members who built wheelchair ramps for handicapped children in foster homes, and Cincinnati XCIPers who began an employability training program for the disadvantaged and handicapped by filling temporary positions in Xerox's Customer Service Support Center with referrals from community service agencies.

Working in conjunction with an established community agency, Xerox employees in Seattle built a playground for Child Haven, a day-care facility for abused or neglected children and infants, using XCIP funds to buy the equipment. In St. Louis, XCIPers organized a carnival to benefit the Wishing Well Foundation for desperately ill children, and in Birmingham, Alabama, team members painted and wallpapered a YWCA dormitory for 21 elderly women.

While XCIP projects address all types of people, needs and social issues, they must meet certain criteria. First and foremost, the project must provide employee involvement, not just financial contributions. Second, the project "should be innovative and not shy away from the challenge and risk of being unique." Other criteria stipulate that the project cannot involve partisan politics or religious groups, and it cannot involve aid to an organization whose primary purpose in seeking support from Xerox is to promote a commercial relationship.

Each coordinator receives XCIP guidelines for use of funds and project reporting sheets to submit to headquarters. A summary of XCIP statistics shows that in 1974, 1,000 employees participated in 96 projects at a funding level of $229,332. By 1980, XCIP had grown to 6,800 volunteers involved in 281 projects, and funding was up to

$548,000. In 1985, 11,804 volunteers participated in 449 projects involving $530,270.

"XCIP is a landmark program in American industry," says Paul A. Allaire, senior vice president and chief staff officer. "Since the program began in 1974, more than 70,000 people have applied their talents and energies to problems in their communities. This kind of success makes XCIP a dynamic piece of our total philanthropic effort."

Social Service Leave

For more than 15 years, over 300 Xerox employees have taken fully paid leaves of absence from their jobs to work on social service projects within their communities. Leave takers represent all levels of Xerox employees in communities across the U.S. For example, a Ginn and Company elementary mathematics editor organized an experimental program for the Massachusetts Department of Community Affairs to provide needed services to the elderly in a multitown area. An account representative served as chief administrator for the floating medical center, S.S Hope, in Macelo, Brazil. A computer production inspector in Los Angeles informed parents about sickle cell anemia and tested children for the disease for the Sickle Cell Foundation. A shipping and receiving clerk rehabilitated hardcore drug addicts in the Rochester area for the Teen Challenge Center.

Xerox's Social Service Leave (SSL) program allows employees to identify and initiate their projects, which must be approved by a committee of employees. The committee includes a former leave taker and has geographic, job level and minority/female representation. An XCIP coordinator often serves on the committee. With the exception of one member who remains to lend continuity to the process, the committee's make-up changes yearly.

The committee follows three guidelines in reviewing SSL applications: First, the applicant must be an employee in good standing who will have completed three years of employment with Xerox by the time the leave is to begin. Second, a nonprofit organization must sponsor the project—applications for personal schooling or for service to political, religious or sectarian groups are rejected. Finally, the employee must pay all expenses related to his or her participation in the project, such as travel.

To apply for the leave, an employee doesn't need permission from his or her manager, but must submit a formal proposal outlining project goals and the activities needed to accomplish them.

The proposal is accompanied by a letter of acceptance from the sponsoring organization.

Sixty to 70 employees apply for SSL annually. Some apply several times before their leave proposal is selected.

"There's always a new selection committee," says Whipple, "and the competition may be easier in some years."

SSL can be for one month to one year. While on leave, an employee receives full pay, retains all company benefits and continues to earn vacation time. Union members retain their seniority.

Each year, Xerox allocates 264 months of social service leave, and the budget for salaries fluctuates between $200,000 and $400,000.

Community and Employee Programs Manager Marion Whipple administers the SSL program. She selects the committee, screens applications and oversees the selection process. She also conducts personnel checks of selected leave takers and gives them a two-to-three-day orientation. The support of the Corporate Public Affairs department continues throughout the entire leave period as she monitors leave takers' monthly reports and facilitates a support group.

"All leave takers receive each other's monthly reports," she says. "They share their experiences and find support from each other both during and after the leave."

Carmen Talbott, a receptionist at corporate headquarters, recently finished a six-month social service leave as a member of the public affairs staff at St. Vincent's Medical Center in Bridgeport, Connecticut. Her project focus, community health, involved several major activities including the successful development and operation of a wellness booth. She also organized a health fair for 26 agencies, prepared a booklet for senior citizens on health care, housing, legal resources and other areas of interest, and started a walking program for post-operative cardiac patients.

"The experience was extremely gratifying, though reentry to my job at Xerox was difficult," Talbott says.

This is a common experience for many leave takers, according to Whipple. "One of the problems is that the leave takers have such exciting, interesting, real-life experiences while on leave and see the hardships that people endure," she says. "For them, coming back to the corporate world is a real adjustment. They find that petty complaints in the workplace seem so silly compared to some of the things they've faced."

Peter Neidecker, for instance, a senior marketing representative

in Portland, Oregon, took a year-long leave to assist the homeless. To understand them and figure out how best to help them, he spent a week living in the streets. His solution was to work with the Burnside Job Corps Center to train street people for work and help them find jobs.

Despite the leave takers' interests in their social service jobs, Whipple notes that less than one percent of leave takers quit their Xerox jobs to pursue social service work.

"Salaries and benefits are a big reason," she says. "Nonprofit agencies can't match a corporation's salaries."

A continuing issue in the program is the manager's role in supporting a leave taker. According to Whipple, reactions of managers to an impending social service leave of absence "run the gamut from 'this is really terrific,' to 'I didn't know they were going to apply.'"

To date, no employee has been refused leave because his or her work might be critical to the company. If such a case arises, Xerox's president will make the decision.

Just as the leave taker and nonprofit sponsor together work out a starting date agreeable to all parties, reentry is also their shared responsibility. While the leave taker is guaranteed an equivalent position upon return to Xerox, the employee must begin planning his or her re-entry three months prior to the return with the manager. Sometimes the person's exact job position is no longer available due to restructuring or reassignment of a sales area. A position at the same level of responsibility, however, is guaranteed.

Leave takers are eligible to apply for SSL as often as they choose, although three years must pass before they are eligible for another leave of absence. According to Whipple, several leave takers have received a second leave.

Xerox plans to survey SSL participants to evaluate the program's impact and their perceptions and to gather statistics on the types of leave takers and their suggestions for the program.

While there are no plans to increase the allocation of months for SSL, Whipple doesn't anticipate any cuts to the program either.

"It's unique," she says. "SSL has given us good feedback from employees and agencies. The program was instituted and is supported by management, and the success rate speaks for itself.

"It's good business and expresses the Xerox philosophy of putting something back in the community where employees live and work. Both SSL and XCIP give back to the community more than anything else we do. They've proven to be a part of the business."

Profile

PROCTER & GAMBLE

Formalizing Support for Employee Volunteering

"P&G people are volunteers. It's almost a part of the air we breathe around here. I believe it's the heart of the company!" That is how Paula Long, supervisor of Procter & Gamble's Volunteer Support Program (VSP), describes the company's innate culture. It is one based on a tradition of community spirit and volunteer involvement that dates back to its founding almost 100 years ago. When VSP began in 1982, "it was just a question of making it more visible," Long says.

VSP has three components: volunteer placement, clerical support and volunteer grants. The keys to its success have been the full-time program coordinator and extensive follow-up on volunteer placement.

Background

Gerald Gendell, manager of public affairs and a key initiator of VSP, says that the underlying reason for the program was to bring together Procter & Gamble talent with community need. Gendell and his staff selected the clearinghouse model for P&G's volunteer program, after reviewing a number of employee volunteer programs at other companies.

"We wanted to provide a service that would support our volunteers," says Robert Fitzpatrick, manager of community affairs. "We added the clerical support and grants components as a way of rounding out the total Volunteer Support Program."

Though Fitzpatrick saw no obstacles to implementing the volunteer program, he says that there were two challenges: communicating the new program to employees and promoting the availability of grants to employee volunteers.

The company wanted to make clear that volunteering was encouraged and supported by the new program, but by no means mandatory. In addition, the company wanted to reinforce to Cincinnati area employees and retirees who already had volunteer positions and hence did not need the placement service that the clerical and grant elements of the program were in place specifically to support their efforts.

Moonbeams, P&G's inhouse publication, introduced employees to the formal program in 1982 and now regularly features articles on P&G volunteers. Bulletin boards carry announcements of volunteer opportunities. In addition, all new employees receive information on VSP in their orientation packets.

Administering VSP

The VSP office is staffed by a full-time supervisor, Paula Long, and a part-time administrative support person. Long's functions include serving as liaison to community organizations, recruiter of volunteers for specific needs and interviewer and placement officer for all interested P&G employees and retirees in Ohio, Kentucky and Indiana. She fields roughly 40 calls a day that range from agencies requesting volunteers, employees responding to volunteer ads, volunteers seeking grant information, and retirees responding to the newsletter.

Long works closely with the Cincinnati Voluntary Action Center (VAC) of the United Appeal and Community Chest in identifying volunteer needs and opportunities. According to Long, the blending of VAC's experience and P&G's commitment has greatly benefited the community.

In fact, Long credits the VAC's assistance for getting the program up and running within 30 days. "We couldn't have made VSP happen as quickly without them," she says.

Long uses standard information forms to keep the clearinghouse operating efficiently. The agency "request for volunteers" form and a volunteer interview worksheet are used to standardize information for entry into the computerized skillsbank and board bank.

Much of VSP's success is due to the fact that Long makes placements, not referrals, for volunteer jobs. She describes the quality of the placements as "outstanding," which results in a longer lasting

match. On the average, the placement process takes four hours per volunteer.

"Matches made between volunteers and agency needs tend to be individual and totally unique," she says.

Gerry Berger, a systems analyst at P&G recalls his placement through VSP. "I wanted to work with others who are less fortunate than I, and my interests are in promoting resources for the deaf community because my mother is deaf," he says.

Through VSP, he was placed at the Cincinnati Speech and Hearing Center. As a volunteer oral interpreter, Berger uses exaggerated lip motions to "mouth" meetings, discussions, speeches and other vocal exchanges that may prove difficult for deaf persons to observe and thus "hear" for themselves.

While working at the center, Berger discovered it was developing a videotape to teach sign language to the deaf and hearing impaired. He obtained a $394 grant from VSP to buy the equipment needed to produce the videotape.

"While a volunteer provides time," says Berger, "Procter & Gamble provides grants to help you volunteer."

To recruit volunteers, VSP sponsors volunteer fairs involving nearly 200 agencies. They are held at the P&G General Offices or one of P&G's Cincinnati area technical centers.

"It's proved to be one of our most successful recruiting techniques," says Long, adding that it's hard to miss large numbers of agency representatives in the main lobbies and outdoor plazas of the company's buildings.

VSP has placed over 400 volunteers in three years. Placements are both long-term and one-time projects. Some require technical expertise, others just a helping hand. All placements are personally suited for the employee and the agency.

Volunteers teach unwed mothers typing skills at the Catherine Booth Home and transport elderly and handicapped to medical appointments through a program called Easy Riders. They design stationery and a logo for a children's services agency and develop a greenhouse and gardens for a community center. They provide radio reading service for the blind, develop marketing strategies for a "kick drugs" program and translate a newsletter into Vietnamese for immigrants residing in the community.

Though Procter & Gamble does not have a written released time policy, volunteers are allowed time off from their jobs at the discretion of their manager. Also, released time is granted for special volunteer training such as the Red Cross program for emergency

center volunteers.

Follow-up and Tracking

A key to the success of its placements is VSP's follow-up and tracking system. Paula Long regularly contacts volunteers and organizations at 30-, 60- and 90-day intervals and then every three months for the first year to check on the placement. She continues making contact every six months until the project or commitment is over.

"Follow-up is very important, so we can be certain that the volunteer and agency are happy with the match," says Long. "It also allows us an opportunity to suggest reassignment or change if the need has been fulfilled or burnout has resulted from the initial placement."

A retired P&G employee and active volunteer explains how he feels about the company's personal care and commitment to volunteering.

"Procter & Gamble is as concerned with its employees and retirees as it is with customers," says Chris Wetterich, a technician for 28 years who is currently the unpaid volunteer coordinator for Goodwill Industries. "The Volunteer Office shows special concern about the retirees. Paula keeps in touch with us and is truly concerned about our volunteering. This shows the company's commitment to us and to the community."

Volunteer Grants

The volunteer grants component of VSP allows employees and retirees to apply for up to $2,000 for use in projects where they directly volunteer. To date, 212 grants have been awarded from 492 applications received, amounting to $135,500.

"Volunteer grants are a small part of our overall contributions program," says Gerald Gendell, "but an effective way to support our volunteers."

Applications are accepted on an ongoing basis, though grants are awarded on a quarterly basis. A seven-member committee reviews and determines which grants to fund. Committee members are managers, representatives from public affairs and weekly salaried employees from other departments in the company—all of whom participate voluntarily.

Bob Fitzpatrick says that linking contributions with employee volunteering is one of the things P&G has done best in setting up VSP.

"Grants to volunteers often achieve a big bang for the buck," he

says. "Employees know what the needs are in community agencies. Often just a small amount of money reaps tremendous results."

Grants have been used to purchase equipment for rescue squads and fire departments, a freezer and industrial mixer for a soup kitchen and lumber to rebuild a bridge in a city park. In all cases, P&G volunteers are directly involved in the agency project for which funds are awarded.

Volunteer fireman Tom Taylor, an analyst at P&G, stresses the importance of the help his rural Indiana fire department has received from P&G.

"It's great to know the company cares about the small communities outside Cincinnati where employees live," he says.

J.B. Ford, a manager in Supply Services, sent a memo to Paula Long shortly after the Gallatin County Life Squad received a grant for the purchase of special equipment.

"A terrible accident occurred involving a busload of family members," he wrote. "Two people were killed and 30 injured. Gallatin County's two ambulances were on the scene with ten of its members. The Extrication Units and Hare Traction Splints were immediately put to use in removing the injured from the bus and aiding those who were thrown from the vehicle.

"Our Gallatin County Life Squad Captain Sally Peace requested that P&G be informed of the use of this equipment in rescue operations in this July 4th accident. She stressed how important its use was in saving time and saving lives."

Clerical Support for Volunteers

VSP's third component provides typing and duplication services to employee and retiree volunteers to support their volunteer activities.

"It's a formalized way of allowing anyone at the company access to clerical help," says Gendell. He notes that management traditionally has been able to get secretaries to type minutes from board meetings, but sees this component of VSP as a way that a nonmanagement employee can get assistance in preparing proposals, minutes, reports or other documents that require typing and duplicating. This support is very important to retirees, and frequently is the deciding factor in a decision to volunteer.

To date, VSP has handled 563 requests for clerical help. The requests translate into 6,168 pages of typing and 31,822 copies of such items as the program for a Boy Scout banquet, a college financial aid resource book by high school counselors, and pictures of

costume designs for Cincinnati Opera presentations.

Expanding VSP

Since the VSP is offered to all employees in the Cincinnati metropolitan area, Long regularly visits the six P&G installations to interview and place employees interested in volunteering. One problem, however, is that she cannot always meet with some interested employees because of shift work. In those cases, the office manager makes program materials available to the employees. Long also has held a volunteer fair at one of the sites to bring the volunteer agencies to the employees.

In an effort to expand VSP outside of the headquarters region, Procter & Gamble selected three test sites—Alexandria, Louisiana; Mehoopany, Pennsylvania; and St. Louis, Missouri—which already offer placement and grant programs. Clerical support is not feasible because of the limited clerical staff in these plant operations. The success of this trial VSP expansion prompted the company to offer VSP to all its U.S. plant operations.

Long has developed a "how-to" kit for manufacturing facilities, which contains general information on VSP and the company's beliefs about volunteering. It details a plant volunteer coordinator's duties and offers a variety of resources and information on counseling prospective volunteers, grant selection committees, program promotion and volunteer recognition. The plant volunteer coordinator, selected by the plant manager, is usually someone very familiar with the plant community. They are often public affairs staff members or personnel managers who spend about ten percent of their time coordinating the program.

Local contacts to assist a coordinator in identifying nonprofit organizations in need of volunteers are included as well as draft letters and recordkeeping forms, sample bulletin board notices and advertisements for volunteers. One section explains how to use company publications for promotion and recognition.

While the kit is comprehensive and self-explanatory, Long notes that she is available to provide advice and counsel on any phase of the plant volunteer program.

"We're enthusiastic about the resources our people offer and proud of the fact that the traditional volunteer spirit continues to permeate our company and communities throughout the U.S," Long says.

Looking to the future, Gendell sees a trend.

"More and more corporations will learn from the experience of

others. They'll become more comfortable with the notion of this kind of activity, and we'll find more and more participating in a whole variety of different ways."

Profile

CBS INC.

Supporting a Diversified Volunteer Network

As a diversified entertainment and information company, CBS Inc. has created a broad but structured framework to support the community involvement activities of its 30,000 employees around the world. It consists of two parallel, complementary programs: The Employee Volunteer Support Program, which provides mechanisms for individual employee volunteering, and the Corporate Community Relations Program, which encourages and facilitates the involvement of the various CBS divisions in their communities.

"The diverse cultures, histories and geographical locations of CBS businesses required that the programs be flexible," says Nancy Risser, director of corporate community relations, "and employee involvement would be strictly voluntary."

Background

For more than 25 years, CBS has operated a philanthropy program. In the late 1970s, under the leadership of Corporate Public Affairs Vice President Jack Kiermaier, the company instituted a "cities program" for making major contributions to nonprofit organizations in cities with CBS television stations.

During this same period, Kiermaier proposed a community relations department. It was based on his belief that "human capital and technical resources are just as important as the granting of fiscal monies." Established in 1982 with the support of CBS Inc. President Thomas H. Wyman, the Department of Corporate Community Relations was based in the Corporate Public Affairs division

and charged with the systematic development and coordination of company-wide volunteer and community relations.

Community Relations Program Director Nancy Risser oversees all CBS volunteer support programs, community needs assessments and development activities in various CBS locations. Assisted by two full-time staff members, she also is responsible for the development of an information clearinghouse on business-based community activities of CBS departments and divisions. Although CBS and many of its divisions are headquartered in New York City, its businesses in television, radio, records, books and magazines extend the company's presence into communities nationwide.

Employee Volunteer Support Program

Responses to an Employee Volunteer Activity questionnaire provided basic planning information for CBS's Employee Volunteer Support Program. After careful review, CBS decided it would focus on providing support and generally encouraging volunteerism, rather than matching employees with volunteer openings. As a result, the Employee Volunteer Support Program is designed to offer financial, informational and peer support to employee volunteers.

Peer Support

A network of employee volunteers forms an internal resource base to link CBS employees to others who are actively engaged in similar volunteer projects. The Community Relations Department also sometimes refers employees to a "broker"—one of several organizations that specializes in volunteer referrals to nonprofit organizations.

Financial Support

Through its Community Involvement Fund, employees can apply for grants up to $500 for special needs or projects of the organizations with which they volunteer. Introduced as a pilot program at the company's New York City headquarters in 1983, the fund is now available to employees at all other CBS U.S. locations. It has made more than 230 grants, totaling over $102,000, to meet such diverse community needs as a washing machine for a homeless women's shelter, buses to transport children and their tutors to the zoo, and scuba gear for an underwater rescue team.

Information

CBS introduced a bimonthly *Corporate Community Relations*

Newsletter in the New York metropolitan area in October 1983 to provide employees with information about various community issues, such as illiteracy or needs for emergency services, and to identify related volunteer opportunities. Each issue also contains an article that addresses a specific volunteer concern such as burnout or tax deductions. Since then, separate editions have been tailored for employees in Los Angeles, Philadelphia and Chicago.

Employees indicated in a recent survey that they (25% of those interviewed) share the newsletter information with others. Informal reports indicate that a number of employees have become volunteers for organizations described in the newsletter.

CBS also offers lunchtime seminars on the volunteer, nonprofit community to its employees in metropolitan areas. They have learned about the legal and fiduciary responsibilities of nonprofit boards, how to raise funds, antidotes to volunteer burnout, and other ways to volunteer effectively. They usually receive written hand-outs, and many request additional copies to give to other employees in their organization. An average of 30 employees attends one of these seminars.

In addition to the newsletter and seminars, employees can obtain information on community issues and programs from resource libraries at CBS locations throughout the country. Employees who participate in the CBS Pre-Retirement Program, Risser says, receive special attention, with materials developed to assist them in exploring volunteer opportunities after retirement.

Recognition

Special luncheons and receptions give CBS employee volunteers a chance to meet other employees who are active in their communities. CBS identifies them through Community Involvement Fund grant applications, questionnaires or participation in a program. In several instances, employees met others involved in the same organization or who had started organizations they had considering developing.

"These luncheons and receptions allow the company to thank employees for their contributions of time and talent to community organizations," says Risser. "In addition to benefiting employee morale, they have given the Corporate Community Relations staff an invaluable chance to hear about the needs and interests of employees in those locations."

The Community Relations Program

The goal of the CBS Community Relations Program is to encourage and facilitate company initiative and active participation in communities where there is one or more CBS facilities.

When the department is directly involved in a community involvement initiative, Risser works with the management of the facility to compile an inventory of current employee volunteering and to assess community needs. This information guides the planning of company efforts in the community.

Risser describes how a community needs assessment benefited Carrollton, Georgia, home of a major manufacturing plant for CBS Records.

"The extensive community needs assessment uncovered a need to convert to videotape educational films from the Georgia film archives if the local schools were to have access to the materials," she says. "In a grant to the Carrollton Public Schools, CBS provided funding to purchase the videotape and videocassette recorders and pay for personnel to convert the film archives to videotape."

Workplace Volunteer Activities

In addition to their individual volunteer activities, many CBS employees join in volunteer and community efforts developed and coordinated by various CBS departments and divisions. The Corporate Community Relations Department has served as a resource for the development of some of these activities; in others, the programs have emerged independently due to a growing interest in community activities or as part of a division's tradition of community involvement and awareness. For example:

- Thirty CBS Magazine employees spend two hours each week as "Tuesday Tutors" providing one-on-one reading assistance to seventh grade students at P.S. 104 who cannot be promoted to the eighth grade unless their reading improves.
- Employees at the CBS Technology Center in Connecticut developed Project Science in which company engineers and scientists conduct workshops and seminars for 12 science teachers. They give teachers the opportunity to refresh their knowledge of the physical sciences and learn about contemporary applications. The result was a renewed enthusiasm for their subject as well as for encouraging students' career development.
- The CBS-owned television stations in New York City, Philadelphia, Chicago, St. Louis and Los Angeles began participating in the Adopt-A-School Partnership Program during the 1983-84 school

year. Each station adopted a local urban school and encouraged other corporations to do the same. The stations developed a program of assistance specifically tailored to a school's needs. Employees at the stations volunteered to teach special courses at the schools, and stations sponsored career days, allowing students to "shadow" CBS employees at their jobs.

- CBS employees collected and distributed more than 600 toys and $3,000 to children in Harlem Hospital and to the Salvation Army in 1984 and 1985. Employees all over the country have collected books and magazines for terminally ill children at Sloan Kettering and have contributed daily living supplies to shelters for the homeless.

Business-based Community Programs

Some opportunities for assisting nonprofit organizations and communities flow directly from the kinds of businesses CBS has. By developing an internal information clearinghouse, the Corporate Community Relations Department is seeking to encourage and facilitate more business-based community activities such as those described below.

For instance, public service announcements and public service advertising are an integral part of its broadcasting and magazine businesses. These represent a contribution of several million dollars a year in support of local and national organizations.

"We Are the World," a production of the CBS Records Group, helped raise funds to combat hunger in the U.S. and Ethiopia. Between March and May of 1985, $6.5 million were raised from U.S. sales of the single and the album. The proceeds went to USA for Africa.

In a report on CBS participation in the Adopt-A-School program, President of CBS Television Stations Neil Derrough noted the unique publicity opportunities television afforded:

> We did one more thing most businesses can't do. Our special role as a communications medium permitted us to convey to our local communities the enormous potential of the Adopt-A-School concept. The stations created programming and broadcast public service announcements and station editorials focusing on the enormous benefits to be derived from business participation in this exciting partnership. In total, our on-air activities reached people in over 20 million homes.

In the CBS magazines division, *Field and Stream* has funded an

annual Turkey Shoot Sweepstakes program with 25 of its advertisers to support U.S. volunteer fire departments. This joint effort has generated nearly $5 million for more than 2,500 volunteer fire departments in a two-year period.

"It takes time to build a broad-based community relations program that is integrated into all aspects of a corporation," Nancy Risser observes. "Our volunteer programs are an important part of that effort. Perhaps because of the nature of our businesses, we have found our employees and management very responsive to volunteer opportunities and community concerns. We are looking forward to the continued growth of our programs."

Profile

APPLE COMPUTER, INC.

Talkers, Teachers, Thinkers and Jocks

Apple Computer, Inc. has tailored an employee volunteer program to fit a unique corporate culture, which it describes as "bright, hard-working, young people, in an upbeat, non-bureaucratic environment." Called Employee Volunteer Action (EVA), the program uses a clearinghouse format, matching the expertise and interests of Apple employees with community needs in four catchy categories: Talkers, Teachers, Thinkers and Jocks.

Despite the inevitable ups and downs in the personal computer industry and internal changes at Apple, EVA has grown dramatically since its inception in 1982.

Background

Two years after its founding, in 1979, the company established the Apple Education Foundation to provide schools with its computers. In 1982, Apple expanded its equipment donation program to include community-based nonprofit organization grantees.

It didn't take long for Mark Vermilion, corporate grants manager, to notice that while Apple had community programs that utilized its equipment, the company had no such structure for its employees—"Apple's most valuable asset." So he launched discussions with Apple's Human Resources staff on an employee volunteer program. They designed a business plan, fitting their goals and objectives into the corporate philosophy. In August 1983, they surveyed their employees to determine the interest in such a program.

The survey revealed that despite the long, dedicated hours employees worked—sometimes 60 to 70 hours per week—many were already volunteers in their communities, and more indicated that they would volunteer if Apple had a formal program.

"I knew given people's work schedules they probably would not be interested in long-term commitments," says Vermilion. "They'd be more interested in a short-term project in which they could feel completion and know they had made a contribution. They could then step back and choose the next assignment, or pass if they needed to."

The group developed four broad, but appealing categories of volunteering to catch the attention of employees:

- Talkers—for groups who want to hear about Apple, the future of computers in education, or just about any other computer-related topics.
- Teachers—for nonprofit and educational groups who have Apple Computers and wish further instruction in their use.
- Thinkers—for nonprofit and educational groups who need a consultant or advisor for a wide variety of tasks such as accounting, management assistance, graphics, and special events or strategic planning.
- Jocks—for nonprofit groups that sponsor athletic fundraising events and "helping hands" activities.

These thoughts formed the basis for Employee Volunteer Action. The next step was to develop an extensive marketing plan to attract employees.

The Marketing Plan

Apple applied the same ingenuity it uses to sell computers to the marketing of EVA.

"We stressed several factors early on," explains Vermilion. "First, EVA offers fulfilling volunteer activities, gives recognition to such efforts and provides a sense of excitement and accomplishment through involvement.

"We promote traditional and solid citizenship principles through a marketing approach that accounts for the uniqueness of Apple's culture, which includes having fun while making a positive social contribution."

The approach consisted of the following steps: defining its audience, developing a creative "look" to project an accurate and appealing image of the program, sponsoring a unique kick-off campaign, and continuing extensive, ongoing program promotion.

The marketing campaign addressed three audiences: (1) employees, who must be motivated to volunteer and then to register with the skillsbank; (2) management, which must be sold on the value of the program to individual employees and shape Apple's role as a corporate citizen; and (3) the community, which must be made aware of the program and how they could utilize it.

To launch EVA, Apple's Creative Services Department developed printed materials such as teaser cards that all employees received in the month before EVA's official opening. Each card defined one of the four categories and included a specially designed icon. The "Talker" card, for example, contained the following message:

> talker (tok' er) n. one who puts ideas into, or exchanges ideas by, spoken words; one who delivers or expresses in speech the subject of conversation or discourse; one who influences or affects by talking; speaker .... EVA is coming in January.

Each week, a new category was introduced in the same manner, creating an air of mystery and anticipation. The final card introduced EVA and included a response space for registering with the skillsbank. Employees also received pamphlets telling them, "Your life may be busy, but is it full? .... A full, integrated lifestyle involves work, home, and community."

On a similar pamphlet for community agencies, Apple stated, "We have something valuable to share with you." Inside, it outlined how they could utilize the EVA program.

The Human Resources Department coordinated the kick-off campaign, which consisted of a three-week recruitment drive in the form of personal pitches to employees and managers. At the end of the third week, all employees who had registered with the EVA skillsbank were invited to a party.

After the kick-off event, EVA staff made sure the program was continually promoted.

"We take every opportunity to talk about the program," says EVA Program Officer Anne McMullin. "We put EVA brochures in all new employee orientation packets. We hang posters and program notices around the company. We involve employee volunteers as recruiters, promoters and program developers. We write articles in the company's newsletter and regularly distribute EVA bulletins."

Administering EVA

EVA is administered by a full-time coordinator, Anne McMullin,

under the Corporate Grants department. The "chain of command" goes from the EVA coordinator to manager of corporate grants (Vermilion) to the vice president of human resources, the division under which Corporate Grants is organized.

"I thought it would be inappropriate for us to be in a marketing division of the company," says Vermilion. "The grants programs and EVA are not sales tools but philanthropic vehicles. Because Human Resources is concerned with the overall well-being of Apple employees, and because part of that is helping them feel connected to their community and personally fulfilled, it makes sense for these programs to be in that division."

Volunteer Placement

EVA recruits volunteers primarily through its *Bulletin,* a two-sided publication on letterhead displaying the EVA logo. Employees call the EVA coordinator to volunteer for specific activities they see in the bulletin. The volunteer opportunities are listed under the four categories and indicate a wide range of possibilities, depending on one's preference for type of age group, social service area, geographical location, etc.

For example, under "Jocks," listings may include a Run-for-Kids race to raise money for the pediatrics ward at a children's hospital, a "Dickens Faire" needing volunteers for its concessions or clean-up, and painting projects to help prepare housing for disadvantaged people.

Activities also are categorized by "short-term" and "ongoing." For example, a volunteer may serve as a friend and role model several hours a month with a youth parolee or conduct a one-time training session for a nonprofit organization on a special use of its Apple Computer.

The bulletins also announce one-time volunteer events, such as computer art shows, theatre events or a country fair. In response to one listing, for example, 68 employees volunteered for a variety of activities during a day-long fundraising event at Hidden Villa Ranch, a nearby camp for disadvantaged children. They worked in the country store, painted faces, sold baked goods and helped with pony rides.

McMullin reports that the *Bulletin* has become an extremely successful way of recruiting volunteers. In fact, she has been told by some employees that their department gathers around new issues to find out where they can lend a helping hand, sometimes as

a group. In response to one bulletin, 44 people called the EVA office within a few hours to volunteer.

Some projects are initiated by employees themselves. For example, one group came up with its own own special project that utilized a Macintosh computer, printer and computerized camera. The employees visited patients at the Stanford Children's Hospital and took "digitized" pictures of the children and their families. Another group of volunteers plays computer games with children in the pediatrics ward at Stanford University Hospital.

In a joint project with several other corporations, Apple Computer employees renovated a local playground at an elementary school. The collaboration was the kick-off event of the Corporate Volunteerism Council of Santa Clara County.

"The school is in an area with a high concentration of Asian refugees," explains McMullin, "and the event was a perfect opportunity for employees to learn more about this community as well as to introduce the school children to the concept of citizen involvement."

Based on the children's suggestions, Apple's Creative Services Department designed murals for the walls that bordered the playground. The result was three 35-foot murals featuring hot-air balloons, other fanciful airborne objects, plants and animals.

Apple volunteers also play an important internal role at the company as members of reading committees that review proposals for "community affairs" grants of Apple equipment.

"There's a satisfaction in knowing that the company comes to us for advice on who should get grants," says Roseanne Macek, information services supervisor. She has volunteered to be a reader on weekends and feels that she's directly contributing to the company's decision-making.

"Employee input is incredibly valuable," Vermilion adds. "We give better grants because each brings his or her own background and knowledge to the decision-making."

Employees also volunteer to train new grantees in the use of Apple software packages. As a follow-up to this training, some employees offer regular consultation and assistance to local grantees after they have received Apple equipment.

Beverly Keyes, management information systems business analyst, volunteered to train a group of ten volunteers from a Mexican dance company—a computer grant recipient. Though her primary reason for volunteering is because she serves on the group's board of directors, Keyes also has another motive.

"Once you have worked with a nonprofit," she says, "you have empathy for their needs and a strong desire to help."

Volunteer Recognition

"Though marketing may have been our key to success, volunteer recognition has been the backbone of EVA," Vermilion says.

At Apple, the first time an employee volunteers, he or she receives a certificate and an icon sticker depicting the category of volunteer activity performed. Each subsequent volunteer activity merits another sticker and a thank-you letter.

After eight hours of volunteer service, employees receive a T-shirt or coffee mug bearing the EVA logo.

All volunteers are also invited to Apple's annual recognition event. In 1985, volunteers could bring a guest to a private dinner dance held in their honor at the Monterey Bay Aquarium. Plaques were awarded to the outstanding volunteer in each of the four categories.

Joe Wojek, a principal engineer in Corporate Standards and recipient of the teacher award, received an all-expense paid weekend at the St. Francis Hotel in San Francisco.

"Recognition isn't why I volunteer," he says, "but it was a bonus—a very pleasant bonus."

Finally, Apple sends letters of commendation to the volunteer's supervisor.

"Management must be convinced that this program is not a dilution of employee energies, but rather an additional plus that offers employees a more rounded work-related experience and adds to the company's goodwill asset," says Vermilion.

In 1985, Apple employees volunteered more than 3,000 hours. In June, the month following a major (22%) workforce layoff, the company's volunteer involvement rate dipped significantly. But in July, employees bounced back to make it one of the most successful months of the year.

Future Plans

Now that EVA has become ensconced in Apple Computer's headquarters in Cupertino, California, the company plans to expand the program to its plants around the country. The Chicago, Charlotte, North Carolina and Toronto plants already have received assistance in developing their own EVA programs. McMullin's office provided start-up training materials, a "how-to" kit on EVA, posters and certificates.

Involving employees on an EVA advisory board is also on the future agenda.

"It will help involve the talents and energies of employees in identifying creative solutions to community needs," says McMullin. "This way, we can be more proactive in the community."

Networking has proven to be an integral part of Apple's outreach in the community. In addition to spearheading efforts to form the Corporate Volunteer Council (CVC) in Santa Clara County, the company established ongoing relationships with the San Francisco Bay Area CVC, the Corporate Partnership Program of San Mateo County and the Indochinese Refugee Task Force. EVA has plans to extend its network in the future.

Apple Restart

In January 1986, the company initiated the Apple Restart Program, which grants six weeks of paid leave to employees with five or more years' tenure. While the program has no guidelines as to how employees use the leave, EVA is preparing some options for participants. For example, McMullin already has received requests for information on volunteer opportunities in foreign countries, especially to help Apple grantees. To accommodate such requests, EVA is identifying international resources that can provide information on technical and nontechnical volunteer skills needed in foreign agencies, especially in underdeveloped countries.

"It's great that employees want to share their interests and skills as volunteers for the Apple Restart Program," says McMullin. "We think it says a lot for EVA and Apple employees."

When asked if the EVA program has become institutionalized at Apple, Vermilion responds, "If something becomes institutionalized at this company, it's more likely to go away. If it's not flexible in a changing environment, it breaks and may eventually disappear."

Chapter 3

FORMALIZED VOLUNTEER PROGRAMS

While promotional activities are a popular and useful way to support employees as community volunteers, many of the corporations responding to VOLUNTEER's national survey sponsor at least one of the more formalized workplace volunteer programs—clearinghouses, group projects, teams, loaned personnel programs and retiree programs. Do they make a difference? Corporations who have taken the step think so, as their employees frequently attest.

Tenneco engineer Larry Mix tutors students through his company's Business/School Partnership program. "It's great to be part of a well-organized volunteer program," he says. "My efforts are well received and supported by everyone who is involved—teachers, school administrators, students and Tenneco."

For Joyce Riggs, Procter & Gamble division assistant and volunteer at a home for unwed mothers, her company's volunteer clearinghouse provided a way to "find an outside interest that provided different benefits from my job."

Jerry Cardin, a Federal Express senior materials analyst, says of the company's Corporate Neighbor Teams, "They serve as a vehicle for employees to help express their care and concern." Cardin chairs the children and youth services teams and volunteers in a disadvantaged youth program.

Carmen Branch, a Metropolitan Life business analyst, who helps youth with career counseling, says, "The Metropolitan clearing-

house program helped me find my field placement [for her master's degree program] and has gotten me involved in other volunteer jobs."

An active member of a Levi Strauss Community Involvement Team (CIT), Frances Hinson-Brune helped organize a retiree CIT when she retired. "I realized I needed to be active again," she said.

There are many good reasons for creating a structured employee volunteer program:

1. It reflects greater corporate commitment to volunteerism. The necessary investment of company resources produces broader awareness and acceptance of that commitment by employees and management and more serious recognition by the community than uncoordinated or single project types of involvement.
2. It better serves employees who want to volunteer because it can offer more consistent assistance in identifying appropriate volunteer opportunities.
3. It provides an ongoing communications link among employee volunteers who are active or interested in similar organizations or causes.
4. It provides recognition by the company of the value of volunteering, particularly to employees who already are active volunteers.
5. It produces greater numbers of employee volunteers, providing more resources for community problem-solving.
6. It gives volunteer-involving organizations better access to a variety of skills and resources through an identified contact point.
7. It provides an organized, efficient way for a company to mobilize its diverse resources to respond to community needs.
8. It provides a systematized way for a company to "say no" to requests for assistance.
9. It becomes a vehicle for obtaining feedback from employee volunteers about community needs for ideas about how the company should address them.
10. It can visibly demonstrate a company's community involvement commitment and activities, which can serve management in decision-making and public relations staff in telling that story, internally and externally.

The Clearinghouse

Probably the most "service-oriented" of the five basic types of employee volunteer programs, the clearinghouse system matches employees with community volunteer jobs. Nearly 100 of the companies who respond-

ed to VOLUNTEER's survey support this program model.

"Fully two-thirds of the people who have come [to HCA's clearinghouse] have never been volunteers before," says Mary Ellen Vanderwilt, co-program director at Hospital Corporation of America (HCA). "So we're opening a door for many people who wanted to do volunteer work but didn't know how to go about it."

Because a clearinghouse program usually requires a large number of diverse opportunities to make effective one-to-one volunteer assignments, nonprofit agencies can supply the company with a variety of volunteer needs ranging from highly skilled services, such as computer programming, to less technical kinds of assistance, such as reading for the blind or delivering meals to the elderly.

A small percentage of companies have a full-time coordinator to administer their clearinghouse programs. Most other company clearinghouses, however, are managed on a part-time basis by an employee who has other responsibilities.

Clearinghouse coordinators may refer volunteers to nonprofit agencies for placement, or they may work with a Volunteer Center that facilitates the match or directly places the volunteer with an agency. Some coordinators follow up on their referrals, while others leave follow-up to the Volunteer Center or the employee's volunteer organization.

A key element of a successful clearinghouse program is ongoing access to information—on community agencies and their needs and on prospective employee volunteers' interests and skills.

To keep abreast of community needs, the clearinghouse administrator at Hobart Corporation, for example, directly solicits them from volunteer agencies, while the coordinator of Bankers Trust's Volunteer Bureau gets referrals from the Corporate Volunteer Coordinators' Council of New York City. At CIGNA, in Hartford, Connecticut, the administrator works through the established referral system of the local Volunteer Center.

To obtain information on employees' interests and skills, some coordinators conduct in-depth interviews with prospective volunteers; others have them fill out a questionnaire. More than 50 company respondents to VOLUNTEER's survey utilize a skillsbank, a system of categorizing volunteer activities by specific skills, to record the talents and amount of time their employees are willing to share as volunteers.

Some employees want to apply their specialized work skills to their volunteer jobs. Others volunteer for hands-on activities like clean-up, construction, recreational or educational projects, which have little or nothing in common with their every-day paid job. In either case, the coordinator must consider a volunteer's *interests*, along with skills and

community needs.

Paula Long, coordinator of Procter & Gamble's Volunteer Support Program, says that P&G selected the clearinghouse model because it's a way to support employees in the things that *they* want to do.

"Sometimes when I interview employees, I find that their special interests are in an area where I might not have an agency contact," she says. "In that case, I'll work to find the kind of placement they want rather than try to guide them into something different. It's the only way it'll work."

Clearinghouses employ both simple and sophisticated methods to make a successful match. At Texas Eastern Corporation, Community Action Volunteers (CAV) Program Administrator Lana Short regularly updates its roster of community agencies and their needs on a card file. Through her contacts with the local Volunteer Center and Better Business Bureau, and through membership in the Houston Corporate Volunteer Council, Short tracks trends and agency capabilities to assure that volunteer positions offered provide employees with valid ways to meet community needs. Prospective volunteers review the card file of volunteer opportunities—short-term or one-time projects as well as those that require an ongoing commitment. CAV staff help the volunteer establish contact with the selected organization and later follow up on the placement to make sure it is a positive experience for both parties.

In General Telephone of California's GTE People program, volunteers are enrolled in a data bank that enables staff to match requests from agencies with the preferences and talents of employees and retirees. A "volunteer data form" requests information that includes an employee's past volunteer experience, geographic and day/time preferences for volunteer involvement, and the skills they want to use. Other questions solicit preferences for the type of population or age group they would like to assist (disabled, senior citizens, grade school children, etc.). The volunteers are called or sent information on possible assignments or projects requiring their particular skills or interests.

At the Lawrence Livermore National Laboratory, for example, the Technical Volunteers Program was set up as a skills/referral bank to help active and retired employees find volunteer positions. The program not only provides technical expertise to cities, schools, service organizations and government agencies, but also effectively screens requests for volunteer assistance that might compete with private consultants and businesses or that do not fit their volunteers' expertise or interests.

The volunteer clearinghouses of Monsanto and Morgan Guaranty Bank publicize agency volunteer needs and opportunities through employee publications and comprehensive listings. The Morgan Volun-

teer Center, the company's 15-year-old clearinghouse, promotes short-term projects and solicits general skills registration by employees. Morgan publicizes both short- and long-term projects, noting when an agency provides training for its volunteers.

Morgan's volunteer coordinator, Roberta Ruocco, has detected some changing trends from the clearinghouse's operation.

"Many more young professionals are interested in volunteering with nonprofits, but not to serve on boards of directors," she says. "They prefer hands-on types of volunteer activities. They're extremely committed, though they become frustrated if the organization is not well organized."

Ruocco says a number of factors support this trend, such as being new to the city and/or to the workforce and having a previous history of volunteer experience in college.

Another version of the clearinghouse model is the board placement program. Allstate Insurance's Community Action Plan, for example, matches the interests and skills of executives to board member openings at community agencies. More than 250 upper-level management employees serve on local, state or national boards.

Sara Lee Corporation has an arrangement with Just Causes, a nonprofit management consulting firm, to match its executives with charitable, educational or cultural institution boards.

Community Help and Involvement Program (CHIP) is a computerized clearinghouse operated by McDonnell Douglas Corporation. Originally instituted at its Southern California location—McDonnell Douglas West—the concept was adopted companywide. Because the company's locations vary in size and operation, however, the clearinghouse concept evolved to other forms of employee volunteer programs.

CHIP was established through McDonnell Douglas West's nonprofit employee charity organization, Personnel Community Service, Inc. (PCS), which assists communities through charitable contributions. PCS is governed by an elected board of directors of employees and two appointed members who administer MDC-West employee charitable deductions, a scholarship fund and community service grants.

CHIP was originally designed to place individual employee volunteers, their spouses and retirees with community agencies and needs. However, because of the large employee population at MDC-West (30,000) and large pool of information (they began working with some 700 agencies), the program evolved more towards group volunteer efforts backed by PCS contributions. Since the program began, almost 2,800 people have registered with CHIP and 2,700 have been referred to volunteer activities.

One month after MDC-West launched CHIP, MDC-East—St. Louis world headquarters—implemented the clearinghouse program and approved it for nationwide use. This coincided with the establishment of a Department of Civic Affairs in 1983 at headquarters. While the two CHIP programs began almost simultaneously, differences between the two locations led to some dissimilarities in the administration and implementation of CHIP.

McDonnell Douglas West PCS is a nonprofit organization, and its volunteer coordinator reports to the PCS board of directors and executive director and serves as its liaison to the community. Because it makes grants to support employee projects from a large budget of $1.5 million, PCS can support volunteer programs in significant ways.

The usual way in which employees become involved as volunteers is for an agency to submit a request to the CHIP volunteer coordinator, Joan Berry, who reviews it and passes it on to PCS board members. Approved requests are publicized and employees are recruited for the project. An average grant of $500 is provided to support each project.

Because PCS is not a sponsor of CHIP in St. Louis nor at some of the company's divisions, a budget for community affairs, including CHIP activities, is included in headquarters and divisional operating plans. Budgets vary depending upon size of the operation and types of projects or needs for CHIP at each location.

The Corporate Office in St. Louis also has a community affairs budget that can be used to assist any non-PCS company in special project needs that were not included in their operational plan budgets.

At MDC-East, CHIP functions as a computerized clearinghouse, though group projects are undertaken by volunteers as well. Luther Bellinger, director of corporate social responsibility, and Gail Klug, CHIP volunteer coordinator, administer the program.

Nearly 5,000 employees, retirees and spouses are registered in CHIP. "Because of the large number of employees who want to volunteer, a computerized system has become a key way for the program to grow," Bellinger says.

A third "spin-off" of the CHIP program is a pilot project in Huntington Beach, California. The McDonnell Douglas Astronautics Company initiated the first CHIP *team*, a task force of employee volunteers headed by a steering committee that reports to a volunteer coordinator. Plans are underway for other MDC-West operations to begin teams.

Group Projects

Group projects involve employee volunteers in a wide range of community service activities that, because of the group presence, can provide

high company visibility in the community. Traditionally, the group project also has been an opportunity to break down barriers between and build teamwork among various levels of employees by involving both management and non-management employees together in volunteer activities.

Group projects are a relatively easy way for a company to begin an organized employee volunteer program. Many that now have comprehensive employee volunteer programs began with group projects. They are not difficult to administer and do not usually require technical skills. If the employee volunteer's experience with the group project is successful, it provides an excellent base for future volunteer involvement. This is especially true if the employee never has volunteered before.

Companies usually identify needs for and coordinate group projects internally, though a Volunteer Center or corporate volunteer council can fulfill both of these functions.

More than 200 companies responding to VOLUNTEER's survey reported that they use the group project approach. Nearly all sponsor one-time events such as fundraisers for charities. Approximately 150 sponsor ongoing projects such as "adopt-a-school" and other partnership programs. More than 140 companies initiate their own group volunteer projects, and nearly as many sponsor the projects on company premises.

Group projects come in a variety of forms—"one-shot," annual, ongoing, on company premises, during the work day, after-hours/weekends, at a community location. Typical areas of involvement include fix-up/clean-up projects, fundraisers, holiday activities and projects to benefit special populations. But, as the following examples illustrate, many corporations have involved their employees in unique or just plain fun group projects.

TalentBank

Security Pacific National Bank's TalentBank consists of 75 employees and retirees skilled in the performing arts. They offer community agencies a choice of a dozen acts, including a 30-member chorus, a chamber ensemble and a dance company.

TalentBank volunteers rehearse and perform on their own time. However, the company provides a staff coordinator to publicize the program, identify multiple talent, conduct auditions, form the acts and book the performances. To further support the TalentBank, Security Pacific purchased a high quality sound system to accompany the chorus and other acts. Some of the organizations that have enjoyed TalentBank performances include the Children's Museum, Intercommunity Blind Center, Los Angeles County Probation and Saint Anne's Maternity Home.

Adopting a Public Housing Project

First City National Bank of Houston initiated a number of group projects in connection with its "adoption" of Long Drive Townhomes, a 100-unit public housing development in south Houston. A board of First City employees works closely with the Long Drive residents' council to coordinate events and activities. Employees volunteer in year-round group activities that include tutoring, teaching arts and crafts, coaching sports and holding special parties and movie nights, for which the bank donated a videocassette recorder and television. They also planted shrubbery in a group landscaping project and created a lending library for the residents.

Employees can choose their involvement from a yearly calendar of activities at Long View. This is supplemented by a monthly employee bulletin announcing special needs for group projects. The bank grants released time for some of the activities and provides company vans to transport volunteers to and from the development.

Radio Watch

A blending of volunteer resources with company equipment, Delmarva Power's Radio Watch volunteer program helps public agencies maintain law and order. More than 1,200 employees in 600 radio-equipped repair trucks and other vehicles serve as extra "eyes and ears" while doing their jobs. They report suspicious activity, crimes in progress or other emergency situations. Since January 1983, they have reported more than 1,000 incidents, ranging from faulty traffic signals and highway breakdowns to life-threatening accidents.

Participating employees receive briefings on company time from police agencies in Delaware, Maryland and Virginia on how to observe and report emergency situations effectively. Though emergency reporting had been done by Delmarva employees in the past on an individual basis, Radio Watch organized these efforts with management and union assistance.

As a result of the company's recent focus on child safety, Radio Watch also has been promoted to school children. A media campaign advises the community that Delmarva vehicles with the Radio Watch decal are safe and can provide help.

Radio Watch is patented and is being licensed to or used by other utilities and government agencies. The program received the President's Volunteer Action Award in 1985.

Baby Food Drive

In an unusual twist to "traditional" food collection/distribution

projects, Dallas Power & Light employees successfully completed a special campaign to collect baby food for the North Texas Food Bank in September 1985. Nearly 75% of DP&L's 1,800 employees collected 3,246 jars of baby food, 728 cans of formula and 179 boxes of cereal.

Building Renovation

Over 200 GTE employees in Stamford, Connecticut, pitched in to paint and repair a building of the Domus Foundation, which provides a home environment and guidance for at-risk boys, ages 12 to 16, who attend local junior and senior high schools. GTE provided the building materials and a lunch for the volunteers.

Paddle for People Event

Baltimore Gas & Electric employees volunteer as athletes to raise money for the Fuel Fund, its own program to help low-income customers pay their heating bills. In the annual Paddle for People Event, hundreds of balloons are released in Baltimore's Inner Harbor while BG&E employees and other volunteers from local corporations, government agencies and schools chase after them in donated paddle boats. Teams of two volunteers secure pledges of donations for each balloon collected. In 1985, the event raised $28,000 for the Fuel Fund.

Kans for Kids

Boise Cascade Consumer Packaging Division employees raise funds to benefit children in the St. Louis area by collecting and recycling aluminum cans. Volunteers collect and haul cans to the recycling center, and eight employees serve on the Aluminum Can Committee, which decides how funds will be spent. Two examples of contributions made in 1984 include $800 to The Dream Factory, which grants wishes to seriously ill children, and $500 to purchase toys for a children's hospital.

Begun in 1982, the project has been so successful it has expanded to other Boise Cascade operations, including division headquarters.

Breakfast for All

Champion International employees volunteer to serve breakfast to homeless and poor people in Stamford, Connecticut. Approximately 40 employees volunteer between 6:30 a.m. and 8:30 a.m. at least once a month in the Breakfast for All program. Others solicit

contributions of food and materials.

Now administered by the Salvation Army, Breakfast for All was started by a Champion International employee with a small grant from the corporation. The Champion Fund for Community Service contributed an additional $3,000 for salaries.

Teams

Unlike the group project approach, which is usually coordinated by a staff administrator, corporate volunteer teams also plan and implement group volunteer projects.

More than 65 corporate survey respondents across the United States indicated that they support employee teams, task forces and committees that address community problems. From Josten's Involvement Teams to Cabot Corporation's Community Relations Teams to Security Pacific National Bank's SecuriTeams, the focus is the same: to identify problems, develop plans of action and organize groups of employees to attack the problems. Some teams will conduct fundraisers to help meet a need. Others are involved in people-oriented activities or construction projects.

Teams are characterized by several factors that allow them to be more easily institutionalized within a company than group project activities. For example, employee ownership takes root quickly in teams because the volunteers coordinate the activities. Also, teams are more structured and generally involve more consistent companywide participation than group projects.

Employees benefit from the opportunities a team presents to build their leadership and interpersonal skills, to expand the experience of teamwork and to strengthen manager-worker relations.

"Volunteering has given me managerial, organizational and speaking skills—things I'd never get from my job," says Lynn McConnell, a senior programmer at Federal Express. "It's a real plus!"

Mike Dale, Federal Express senior manager for quality and productivity, sees a direct tie between the company's Employee Involvement Teams (quality circles) and its Corporate Neighbor (volunteer) Teams.

"In one case you're asking employees to assume responsibility for corporate objectives," he says, "and in the other, you're asking employees to assume responsibility for quality of life in the community."

Marketing Senior Manager Kathi Kunkel adds, "The volunteer function very much complements the work function. You make

new contacts and learn from volunteering. It helps bring employees from all levels together with something in common."

Employee teams have ranged in size from four to 40 members. They are organized by location, as at C&P Telephone Company, Virginia Power and Security Pacific National Bank; by department, as at Pacific Northwest Bell and Barnett Bank of Jacksonville; or by problem area, as at Federal Express and Pacific Power & Light.

In most cases, an employee steering committee, advisory board or officers direct a team's activities. In addition, a team often selects or elects a chairperson to head each project.

Teams usually meet once a month, often on company or released time. Their responsibilities generally include reviewing past projects, identifying and planning new projects, and discussing ways of recruiting volunteers.

Some teams conduct an extensive community needs assessment to identify how best to use their resources. At Pacific Northwest Bell, teams take an annual inventory of community needs to analyze the various company and community conditions existing within their area of responsibility. Team members interview key people and opinion leaders in the community, then meet to determine whether the need is something the team can address. If the condition fits within the team's framework, an action program is developed.

Some team coordinators are trained to improve their administrative and leadership skills. At General Telephone of the Northwest, they receive specialized, ongoing instruction in time management, delegation of authority, management by objectives, sensitivity training and problem solving. Xerox Community Involvement Program coordinators attend annual training seminars to review previous achievements, plan strategies and set future goals.

Variations in team models illustrate the ways in which companies tailor employee volunteer programs to reflect their unique culture and personality.

Community Service Teams

Northwestern Bell has 38 Community Service Teams (CS Teams) in Minnesota. Each team consists of ten to 20 employees and retirees from a given geographical area. Teams select their own leaders, identify community needs and plan their response to those needs. A community relations staff person is assigned to advise each team.

CS Teams meet once a month on company time and plan a yearly calendar of activities, which usually are conducted on personal time and may involve the family and friends of employee volunteers. Some examples of team projects have included building a 60-foot access bridge for wheelchair users at a campsite and organizing a community garden for neighborhood seniors and disabled persons.

SecuriTeam

Security Pacific National Bank's SecuriTeam is a network of nine chapters throughout California that assists community organizations. Membership is open to all employees and retirees. Teams are led by members who serve on chapter executive committees. A "SecuriTeam Administrative Handbook" explains the "how-tos" of the program. In addition, all chapter executive committees attend a management supported, two-day retreat where they receive training in volunteer administration, leadership and the SecuriTeam process and leadership. The company pays all expenses of the retreat, which is held annually on a Sunday and Monday.

Assisted by Security Pacific's Community Affairs Department, the committees research and evaluate event proposals and implement projects through the efforts of chapter volunteers, family and friends. Examples of SecuriTeam projects have included child fingerprinting programs, camp clean-ups, athletic fund-raising events, Special Olympics games and fundraising telethons. Teams have assisted hospitals, theatre groups, schools, Red Cross, museums, zoos, charities and United Way agencies.

Helping Hands

Allstate's Helping Hands Committees are groups of employee volunteers from various departments that meet to discuss community needs and programs to address them. Established in 1977, Helping Hands now operates in 26 locations and involves at least 75% of Allstate's 40,000 employees.

According to Alan Benedeck, director of community relations, "The concept of Helping Hands is to involve employees in volunteer activities on a peer-group level, rather than having a management-operated program. The committee approach gives the employees the opportunity to develop leadership talents by operating the program. This makes them even more a part of what they're doing."

When Allstate consolidated its processing operations in 1984,

significantly reducing the number of staff at regional offices, the Helping Hands activities were not affected by the loss of public affairs staff assistance, as the active employee volunteers sustained the committees.

Helping Hands activities have included seasonal projects for seniors and children, refurbishing and painting projects, and athletic and fundraising events. In 1984, Helping Hands was the winner of the President's Volunteer Action Award.

LEAP

In November 1982, Armco employees formed a unique volunteer advisory council to address employee concern for the 1,150 steelworkers laid off at the company's Middletown, Ohio Works. Called the Laid-Off Employee Assistance Program (LEAP), a group of blue- and white-collar workers provided each needy laid-off employee with food gift certificates for the holiday season. Their long-range goal was to raise $250,000 to help the employees through the winter months.

Within days, over 600 employees volunteered to solicit contributions. Council members sent letters to the homes of all active and retired employees. By the end of "Laid-Off Employees Assistance Week" in early December, LEAP volunteers had raised $249,000 from company employees, corporate headquarters and even some employees who had been laid off. By the end of the campaign, they had collected over $278,000.

LEAP's guidelines for continuing the program called for periodic distribution of food certificates, hotlines to deal with personal and financial problems, assistance with creditors, a list of local service agencies, and a job-matching committee to match the skills of laid-off employees with jobs provided by active and retired employees.

In 1983, LEAP received the President's Volunteer Action Award in recognition of its creative and effective response to a new community problem.

Community Action Teams

The Disneyland Community Action Team provides a means for "cast members" (employees) to volunteer as a group in community projects. Any cast member, permanent or seasonal, can join. A steering committee of employees reviews requests for assistance from nonprofit organizations. Project leaders are selected for each event, and volunteers can suggest future projects.

Group events include team projects and partnership efforts with

other companies. In one recent project coordinated by the three Volunteer Centers in Orange County, the Disneyland Community Action Team joined Fluor, TRW and nine other company teams in a one-day effort to refurbish two historic houses.

Community Involvement Committees/Teams

Norwest Bank St. Paul's Community Involvement Committee is an autonomous employee organization whose primary objective is to coordinate and manage employee volunteering. The committee is part of the Employee Task Force on Community Development that works to improve the social and economic environment in St. Paul through a dual emphasis on contributions and employee volunteerism.

The task force's Contributions Committee reviews requests from nonprofit agencies in St. Paul and makes grants in the areas of education, health, visual/performing arts, social welfare and conservation/recreation. Employees of both committees determine the projects and programs that best utilize their resources.

The Fluor Community Involvement Team (FCIT) is incorporated as a nonprofit organization but receives support from Fluor. The company provides a full-time coordinator, who is responsible for its general administration, and pays the program's operating expenses. Funds needed to implement community service projects are raised by volunteer team members.

Employees, families, friends and former employees are invited to participate in team projects. A board of directors, made up of Fluor management and volunteers, governs FCIT.

Individual task forces are set up in each Fluor division. They select their own steering committee and identify their own projects and activities. When a nonprofit agency proposes a volunteer project to the steering committee, its recommendation goes to the task force, which determines the projects FCIT will undertake. Team members have sponsored walk-a-thons, parties and picnics for special groups and construction and renovation projects.

"FCIT has been an employee-owned program since its inception in 1976," says Community Affairs Director Cynthia Linneberger. "The employees involved have made all of the decisions about what projects to undertake, recruitment of new volunteers, procurement of materials needed for the projects and fundraising." Linneberger adds that its nonprofit status has made it possible for the team to seek donations of money and material for the projects and to involve other businesses in supporting the community.

Loaning Personnel

Many companies provide time off to employees who wish to volunteer. Such policies are implemented through three broad mechanisms: released time, management and technical volunteers, and social service leave. In most cases, the employee is volunteering a particular skill for a specifically defined activity.

The term "loaned personnel" characterizes the employee who tutors remedial readers with one hour of released time, the volunteer who spends two weeks on a nonprofit fundraising event, or the six-month social service leave taker who designs a health awareness program for a hospital.

Recognition of the value of loaning personnel is confirmed by the more than 220 VOLUNTEER survey respondents who indicated they assist nonprofits with short- or long-term projects in management, finance and other areas. Another indicator is the more than 175 companies who offer released time to employees who wish to volunteer during the regular working day.

Social service leave (SSL), the least prevalent "time off" approach, is more extended and project/employee intensive than other types of loaned personnel programs.

Released Time

Released time is a mechanism that allows employees to volunteer in the community during regular work hours while still receiving full pay and benefits. It originally was based on the practice of releasing executives from their jobs to serve on boards of directors or to work in United Way campaigns. Today, released time is often short-term, ranging from one hour per week to several days per month. The activity may take place on company premises, as does Exxon Company U.S.A.'s telephone reassurance program, Levi Strauss & Co.'s Community Involvement Team meetings, or Delmarva Power's in-kind graphic services for nonprofit organizations. Activities off company premises cover the broadest range of individual volunteer assignments, including meals on wheels delivery service by The Travelers volunteers, Prudential tutoring programs at schools and Borg-Warner volunteer assistance at voting polls.

Some companies match released time with the volunteer's own personal time. At Omark Industries Chain Saw division in Portland, Oregon, for example, the volunteer team meets during a half hour of lunch time plus a half hour of released time twice a month. At other times, released time is granted for a one-time event, such as a

volunteer fair or special, company-sponsored group project.

In most companies that offer released time, the program is largely unstructured and left to immediate supervisors to manage at their discretion. Of the 176 companies responding to VOLUNTEER's survey and indicating that they offer released time, only 28% have written policies and fewer actively publicize such policies to their total workforce. This is a further reflection of the marginal nature within the company of many employee volunteer efforts, since written policies can be an excellent way of reflecting top management support and increasing middle management's understanding of the program.

In an unusual released time program, Schering-Plough in Memphis, Tennessee, grants "Abe Plough Days" to carry on the company founder's tradition of volunteering by encouraging employee community involvement. The program grants employees one day off with pay per year to do volunteer work. Employees can choose from 250 volunteer placements identified by the Volunteer Center of Memphis. The only guidelines are that employees be full-time and employed with the company for at least six months and that they give two weeks' notice to their supervisor prior to taking the Abe Plough Day.

First Bank Minneapolis offers employees "reasonable time off during the regular working day when necessary or required to attend meetings or take part in activities of recognized civic or public organizations." It also asks all supervisors, managers and department heads "to observe the letter and the spirit of this policy and, consistent with performing traditional banking duties, to give encouragement to persons under their supervision to become more deeply involved in community and public affairs." In connection with participation in an approved activity, the bank will reimburse an employee for dues and related expenses.

The Travelers Volunteer Involvement Program is supported by a policy that allows short-term, intensive commitments to volunteer projects of up to three working days, along with the use of corporate resources such as duplicating equipment or conference rooms. The company also approves long-term participation in volunteer activities. For example, the program enables employees to take occasional time off and use corporate resources to serve on a committee that meets once a month during the working day.

At Levi Strauss and Federal Express, employee volunteer teams are allowed one hour of released time per month to conduct their meetings. Employees at Northern States Power in the Twin Cities

can have released time and expense reimbursement for participation in the Management Assistance Project, which matches corporate volunteers with specific nonprofit organization projects. At C&P Telephone Company, community relations teams are granted released time for one meeting per month and occasionally for community projects. Both C&P management and unionized workers participate in the community relations program.

Management and Technical Assistance Volunteers

Management and technical assistance volunteers are employees who apply their special talents or expertise to a nonprofit organization or government agency for periods of several days to several months. They are granted released time, with full pay and benefits, by their employer for this work.

Citicorp/Citibank loans its executives for up to a year to nonprofit organizations and municipal agencies. They work full-time in such areas as finance, information systems, personnel and real estate. Westinghouse loans its strategic planners, controllers, trainers, human resources experts, computer technicians and engineers to nonprofit organizations and educational institutions on an ad hoc basis for periods of up to two weeks.

Weyerhaeuser Company loans employees to help nonprofits prepare printed materials and develop their fundraising capabilities. They conduct free workshops for nonprofit staff on researching corporate donors, preparing proposals, using board networks and reassessing funding strategies to help develop larger revenue bases.

The IBM Faculty Loan Program provides temporary faculty and/or administrative support to minority colleges and universities. Begun in 1971 at 18 colleges and universities, the program now includes 160 academic institutions and involves more than 600 employees. The loaned volunteers are selected by a committee of peers and are interviewed by appropriate faculty and administrators at the schools. Mutual consent is required for the loan.

"When individuals give their time and talent as experts and consultants to small organizations that desperately need such assistance, but cannot afford it, they are giving more than money and receiving more than satisfaction," said Borg-Warner Chairman and Chief Executive Officer James F. Bere. "Working person-to-person is a most rewarding experience."

Pro bono programs are another way in which corporations loan their skilled people to meet community needs. Legal expertise is

one of the fastest growing pro bono activities, thanks to the efforts of organizations such as the American Corporate Counsel Association (ACCA). Founded in July 1982 to meet the special needs of attorneys practicing in corporate law departments, the ACCA formed a committee of 30 attorneys, representing major firms across the nation, to provide technical assistance to developing corporate pro bono programs.

Aetna Life & Casualty established the nation's first internally managed corporate pro bono program to provide free legal service to Hartford, Connecticut's elderly and low-income residents. The program involves 22 lawyers, six paralegals, five administrative staff plus five attorneys from other area corporations.

GTE recently launched a legal pro bono program at its Stamford, Connecticut, headquarters and affiliated companies in North America. GTE attorneys choose the type of work that best matches their skills and interests. The company provides office support services and malpractice insurance coverage.

Social Service Leave

Social service leave (SSL) programs are a "corporate" spin-off of the traditional sabbaticals granted college professors. These leaves of absences are designed to give individuals an opportunity to help solve community problems by working full-time with a nonprofit organization. The company continues to pay the employee's full salary and benefits and assures the employee the same or a comparable position at the company when his or her SSL period ends.

Social service leave reflects a company's commitment to the community by allowing employees to focus their fulltime energies into a community service project. Many times, community agencies could not carry out programs or services without the SSL volunteer unless a new staff person was hired. It also shows the company's interest in promoting employee growth through an experience that usually is vastly different from their regular job.

Social service leave, as a recognized and visible aspect of their employee volunteer programs, currently operates in only a small number of major companies in the United States, the most notable of which are Xerox, IBM and Wells Fargo Bank. Yet, the lack of acceptance by business as a whole has not dimmed the enthusiastic support of these pioneers.

Social service leave takers at IBM include Jim O'Hara, who organized construction and fundraising projects for the Hospice of the South in Atlanta. One hospice board member described him as

"the most valuable asset we have."

John Scudder took social service leave from IBM to work with a counseling and referral program for students with drug or alcohol problems. During his one-year leave, he talked with children and their parents and referred them to appropriate specialists.

"Nothing has ever been this important to me," he said. "I feel like I'm doing something that can really make a difference to these kids."

IBM has not set a limit on the number of employees who can participate or on the number of months of leave allocated each year. In 1985, 97 employees participated in the program, and since 1971, more than 800 IBM employees have been involved.

The Wells Fargo Bank's social service leave program offers eligibility to all employees who have been employed with the company for at least three years. They may take leave for one to six months to work full-time with their favorite voluntary organization. An assistant manager, for example, operated and supervised services at a shelter for skid-row women in Los Angeles. A clerk assessed community needs, evaluated a community center's programs and developed recommendations for future children and senior citizens programs and services. An assistant vice president developed an extensive recruitment program for corporate volunteers for a local Volunteer Center.

Created by the bank's Corporate Responsibility Committee in 1976, Wells Fargo's SSL program is based on allocating a total of 24 months of leave among employees who apply each year. A SSL selection committee, made up of five company officers, uses the following criteria to choose the leave takers: applicant's sincere interest in and personal commitment to the project, applicant's goal and project's potential in solving a special social problem. Leaves that would have a "multiplier effect," through activities such as recruiting volunteers or establishing a new agency chapter, are encouraged.

"If money would solve social issues, we wouldn't have any," says Xerox Corporate Responsibility Manager Robert Gudger of the value of SSL programs. "People solve social issues. It's the one-on-one relationship with communities that helps reduce all of the aggregate discrepancies between the haves and have-nots. Our Social Service Leave Program helps us give back to our communities in this special way." (More details on Xerox's Social Service Leave program are included in the profile of Xerox following Chapter 2.)

Though loss of employees to the nonprofit sector and reentry

problems of leave takers returning to their company job have been identified as important issues, few program managers view them as major problems.

Noting that few Wells Fargo social service leave takers decide to change careers, Nancy Thompson, vice president of corporate responsibility, says, "Over leave takers return to the company with a greater sense of appreciation for what Wells Fargo has allowed them to do. The returning employee often brings new creativity and drive to his or her job and gets promoted."

Retiree Volunteer Programs

A major volunteer resource—the nation's growing population of retirees—is one of the fastest developing areas in the field of corporate volunteerism. More and more companies are expanding their employee volunteer programs to include retirees, or are developing volunteer programs to meet their specific needs. This trend is supported by several other studies in addition to VOLUNTEER's 1985 national survey, in which more than 150 company respondents indicated they encourage and support retiree involvement in volunteer activities.

The 1983 brief, "Myths and Facts About Aging," prepared by the U.S. Conference of Mayors and the University of Maryland Center on Aging, states that almost 20% of people aged 65 and over are engaged in some form of volunteer work, contributing an estimated $36 billion worth of labor annually.

A 1984 survey of 200 presidents and chief executive officers who had retired within the last two years from one of the 500 largest industrial or service companies in the U.S., found that over three quarters (77%) were involved in volunteer work. The survey was conducted by Russell Reynolds Associates, Inc., a leading executive recruiting firm.

A 1985 study on retiree volunteerism by HRN, a Philadelphia-based public affairs research firm, revealed that most companies stay in touch with their retirees. The respondents, a sampling of approximately 50 major corporations, also indicated that more than one-third have formal retiree clubs or organizations.

Companies' interests in meeting the needs of older workers are everywhere in evidence. They are instrumental in forming retirement clubs, giving free memberships to the American Association of Retired Persons, publishing special retiree newsletters and instituting pre-retirement counseling programs. Carolyn Paul, director of the University of Southern California's Business Institute in Ger-

ontology, believes that the 1980s may herald the era of retiree relations.

"Today, many companies want to maintain long-term relationships with their retirees," says Paul. She cites instances such as ARCO providing subsidies to retiree clubs and Hughes Aircraft Company establishing hotlines to answer retirees' questions about pensions, taxes and other financial concerns. Other companies, like Honeywell Inc., bring in retirees to work on temporary projects requiring a specialized or highly technical skill that they possess.

Paul predicts that the number of companies establishing retiree relations departments will increase rapidly as more companies see the mutual benefit of these relationships.

Some of the most innovative and comprehensive retiree volunteer programs are at corporations in the Minneapolis/St. Paul area. The "granddaddy" of retiree programs, Honeywell's Retiree Volunteer Project, is profiled at the end of this chapter. Other Twin Cities retiree volunteer programs operate at such major corporations as Cargill, International Multifoods, Pillsbury, 3M, General Mills, Northern States Power, Northwestern Bell, St. Paul Companies, Soo Line Railroad, First Bank Minneapolis and Sperry.

This concentration of retiree volunteer programs in a single metropolitan area has led to the formation of the country's first and only corporate retiree program roundtable. The coalition of 22 companies meets regularly to discuss related issues and project ideas.

In November 1985, Minneapolis was also the site of the first national conference to focus on the emerging role of retiree volunteers. Sponsored by Volunteers In Equity, a project of the Junior League of Minneapolis, "Launch '85" attracted corporate representatives, local United Way and Chamber of Commerce directors, nationally known community leaders and government officials, who discussed rationales, trends and options for corporate retiree volunteer programs.

"For length of life to benefit Americans, the effort to involve our elders in volunteerism must be driven by private sector, not government programs," said VOLUNTEER Chairman and keynote speaker George Romney. "Only corporate leadership is capable of bringing this about."

Other companies nationwide that support retiree volunteering include ARCO, Scott Paper Company, PepsiCo, Levi Strauss, Texas Instruments, Bank of Boston, Federated Department Stores, Shell

Oil Company and Union Carbide Corporation.

Retiree volunteer programs have evolved from retiree clubs, from an interest by employees to continue volunteering after they've retired, from a simple desire to "keep in touch" with former workers, and from the recognition by companies of the value of retiree programs.

Some programs have been designed and/or are administered by retirees such as those at Scott Paper, Honeywell and Dow Chemical. Others spring out of the efforts of retiree advisory committees working with company program staff. Some examples of successful retiree volunteer programs follow.

Retirement PLUS

General Mills' Retirement PLUS (People Lending Unselfish Support) program is an extension of its employee community action team. Retiree volunteers staff the PLUS office four hours a day, providing support to such projects as business development marketing for the United Way and fundraising for a rehabilitation center. Retiree staff are supported by the company's community representative. They organized "Phone Pals" for shut-ins and a transportation pool for company retirees in the Twin Cities area.

volunTIeers

In 1985, Texas Instruments launched a Dallas-area pilot program to encourage and support retiree volunteer involvement. With support from TI's manager of corporate contributions and community relations, the participants' first project was to assist the nonprofit recipients of a Texas Instruments Professional Computer (TIPC). TI conducted four training sessions for the retiree volunteers and their spouses so they could serve as knowledgeable liaisons, showing recipients how to operate the computer and answering their questions.

A bimonthly newsletter, *volunTIeers,* keeps retirees up to date on the TIPC program and other volunteer opportunities, features company news of special interest to retirees and profiles individual volunteers.

First Bank Retiree Volunteers

The First Bank Minneapolis Retiree Volunteer Program began in 1983, inviting participation by all retirees and their spouses as an off-shoot of the bank's active employee volunteer program.

A committee of 11 retirees meets monthly with the Urban Devel-

opment officer to discuss volunteer opportunities and projects for the group. It communicates their ideas through frequent mailings, telephone calls and a quarterly newsletter, *Keeping in Touch*, which lists volunteer job openings and reports general news of its retiree family.

Since the program's inception, over 100 retirees have participated in 26 volunteer projects, including "jury duty" for the University of Minnesota Law School Moot Court, the Salvation Army's annual Prisoner Toy Wrap, and mailings for the American Heart Association and Minneapolis Public Library.

Retiree volunteers also participate with active employees in the Management Assistance Project (MAP), and provide assistance to other retirees through Outreach, a program that makes telephone calls and visits and provides transportation to retirees in need of such services.

The bank recognizes its outstanding retiree volunteers at an annual fall luncheon.

Telephone Pioneers of America

Telephone Pioneers of America is the world's largest voluntary association of industrial employees whose members focus on community service. Founded in 1911, Telephone Pioneers has 600,000 members across the United States and Canada who are active or retired employees with 18 or more years of service in the industry.

Pioneers specialize in solving communications problems for disabled people, although chapters conduct a variety of projects to benefit people with special needs. As the organizers of the Olympic Torch Relay in 1984, more than 10,000 Pioneers planned and managed the relay—the longest in modern history—over a 9,000-mile route through 33 states. Pioneer volunteers also developed and operated a communications system to ensure that all of the 38 vehicles and thousands of runners were at the right place at the right time. For this massive effort, Telephone Pioneers of America was recognized, along with the Volunteeer Corps of the 1984 Olympics, by the President's Volunteer Action Award program.

SERV

Service Effort for Retiree Volunteers (SERV) is a joint effort of Dow Chemical Company's public affairs and employee benefits departments. SERV coordinators are retirees, although the company's manager of community relations resources, Carl Shafer, spends 50% of his time as SERV manager.

Dow retirees who complete an initial survey on volunteerism receive regular reports of retiree volunteer placements. In the spring of 1985, Education SERV, a directory of 33 retirees available to help schools and colleges in the Saginaw Valley, Michigan area, was issued. The directory allows interested teachers to telephone a retiree directly to invite him or her to participate in their class. The directory boasts a combined 1,000 years of experience available in areas such as finance, art-product design, chemistry, journalism, engineering, music, law and physics.

Golden Ambassadors

Pillsbury's retiree program, Golden Ambassadors, was formed by a group of ten retirees and ten employees as a vehicle for the company to maintain closer ties with its retirees. The program has its own charter, and Pillsbury provides in-kind assistance, such as office space and equipment, printing and mailing of a retiree newsletter. The Community Relations budget covers part of the travel and meal expenses for volunteers, and the company provides a manager for retiree communications who is assisted by three volunteers.

A Management Committee of seven retirees and five employees has since replaced the original planning group and is charged with coordinating, administering and recruiting volunteer efforts. In 1984, food, health, youth and refugees were the focus of the Golden Ambassador's projects resulting in activities with the Pilot City Food Shelves, Alzheimer's Disease and Related Disorders Association, and the Minnesota Association for Children and Adults with Learning Disabilities. Their newest project is "Store to Door," a nonprofit grocery delivery service. Pillsbury retirees take grocery orders, shop and deliver them to the residents of a senior citizens' high-rise apartment.

From a St. Paul Companies retiree volunteering as an insurance claims advisor for the Metropolitan Senior Federation to BDP retirees serving as tour guides for the company's Indianapolis plant to a 3M retiree who gives companionship and hands-on service to severely handicapped young people, retirees from corporations are giving invaluable assistance to many people and groups.

Profile

FEDERAL EXPRESS

Corporate Neighbor Teams—Ownership from the Top Down

Federal Express Corporation, the originator of overnight air express, has built upon its philosophy of "People, Service, Profit" in developing a successful employee volunteer program. By combining employee teams and a skillsbank with its contributions program and released time policy, Federal Express has achieved widespread recognition of the importance of volunteering among all levels of employees.

Background

Founded in 1973, Federal Express employs 32,000 employees around the world, with 11,000 working at its Memphis, Tennessee headquarters. Described by the media as "an overnight success story," the company has grown and prospered in an era in which the movement of information is an essential part of day-to-day business.

Dependability is a hallmark of Federal Express's service, and its profitability is reflected in the company's status as 21st among 1,000 public companies, according to *Forbes' 37th Annual Report on American Industry*. However, Federal Express' people philosophy—which applies to customers, stockholders and the community as well as its employees—has not been as visible until recently.

In 1983, the Volunteer Center of Memphis approached Federal Express about piloting the first employee volunteer program in Memphis. The key to setting up the program, according to Barbara Ragland, grants and community services senior manager, was to

see how it would fit into the company without disturbing the order that was already there.

"Corporate citizenry is a part of the Federal Express culture because the company has devoted a great deal of energy in ensuring that its people come first," says Chief Operating Officer James Barksdale. "Volunteerism seems to be consistent with that attitude."

Barksdale notes that making the community stronger was one reason for setting up a formal volunteer program, but "it was paramount that we felt there was a great deal of unused resources within the employee force of the company. By having an organized structure, we would give people an easy outlet to volunteer."

"It was seen as an assertive measure to promote the volunteering already going on in Memphis," recalls Wanda Martin, grants and community services associate specialist. "We decided to set up teams of employee volunteers tied to areas where our corporate contributions were channeled."

The Corporate Neighbor Team

In the spring of 1983, Federal Express officially introduced its team concept at the premiere of the videotape, "The Corporate Neighbor Team Challenge." All Memphis-based employees received invitations to the viewing, which purposely did not explain the "challenge."

After viewing the videotape, which featured regular employee volunteers, the president and chief operating officer and other senior managers talking about volunteering, employees were given brochures that described the new program in detail. The materials also contained a tear-off section that they could use to sign up for the program. Initially, some 425 joined the Corporate Neighbor Team (CNT).

The CNT is a company-sponsored, employee-managed community service program. Its flexible format helps employees increase the effectiveness of their individual volunteer efforts and invites their input on corporate contributions. At the heart of the program are an employee-managed Community Relations Council and eight broad-based teams. The teams vary in size, depending upon the project, from ten to more than 200 members.

Barksdale says that the teams all have individual personalities and projects. He likens the teams to a boiling pot: "The various issues of importance rise to the top and the lesser issues drop in priority."

Focus Areas

Each team focuses its activities and contributions on a specific area of concern: children/youth, arts, senior citizens (called Expressly Gray), high tech, handicapped, education, health and neighborhood assistance.

Together, team members research and identify community needs within their focus area and elect a member to coordinate activities. Committees are formed as needed to work on specific projects and mobilize resources.

The handicapped services team, for example, decided to support the Special Olympics Track and Field Meet with financial and volunteer assistance. It also sponsored a bowling event for the blind and visually impaired. Team members determined skills, number of people and budget requirements for each project. Then, they recruited volunteers, and the team chairperson submitted funding requests to the Community Relations Council.

Employee Ownership

Each of the eight teams averages one major volunteer project per month. Activities vary in focus and coordination, but all have one key ingredient: employee ownership.

"We have complete autonomy in selecting team projects," says Alicia Puckett, a senior technical editor and a member of both the arts and handicapped teams.

Describing the differences in the teams' approaches to meeting community needs, Puckett says, "The arts team has more often provided a variety of services on an individual or small group basis, while the handicapped team has generally focused on large team projects such as Special Olympics and outings for groups of young adults."

As chairperson of the arts team, she notes some of the group's proudest achievements: helping increase public awareness and support for the National Ornamental Metals Museum, publishing a monthly calendar of arts activities for the Memphis employees, and making recommendations for the display of art in company facilities.

Joint projects or cooperative efforts between various teams also have proven to be an effective way to work. One example is the arts and handicapped teams' efforts in promoting and sponsoring Special Olympics. The arts team makes signs and posters to publicize the competition, while the handicapped team coordinates the entire event.

"We have different programs, but as teams we work together in problem-solving," says Hank Petty, ground fuels senior manager and chairperson of the educational team's Adopt-A-School program.

"The teams serve as a vehicle for employees to give something back to the community and to express their care and concern," says Jerry Cardin, a senior materials analyst who once chaired the children/youth team. His team's activities have ranged from participating in annual benefits for the St. Peter Home for Children and the Memphis Boys Town to taking young girls from the DeNeuville Heights School for Girls to ballgames. In the summer of 1984, the children/youth team raised $3,700 from the sale of pizza kits to benefit LeBonheur Children's Medical Center.

At one time, a corporate neighbor team was organized for correctional services. Because the primary focus was on finger-printing children, the team merged with the youth/children team.

Volunteer Cheryl Short, grants and community services secretary, has fingerprinted hundreds of children in the Memphis area and trained police service technicians in the technique. Short proudly notes that her volunteer work led to an invitation to serve as an honorary member of the Commission on Missing and Exploited Children (COMEC), a court-appointed committee.

"In my work with the Memphis police force and COMEC," she says, "I was treated like a Federal Express representative, not a secretary. It's built my confidence and I see myself in a different light."

Employees aren't the only ones to benefit from the experience. The educational team, for example, participates in the Adopt-A-School program that features developmental clubs for students at the Booker T. Washington High School, a local inner-city school. According to Hank Petty, the clubs promote academic and vocational achievement and attendance.

"The clubs are formed based on the interests of the students and the expertise of the Federal Express consultants," says Petty, noting that there are over 20 including legal, secretarial science and computer clubs. "There's a lot of interest in this team, because we have a lot of Booker T. Washington graduates at Federal Express."

Mose Walker, Booker T. Washington High School principal, talks about the team's beneficial effects in John Naisbitt's *Reinventing the Corporation*.

"Federal Express is the best thing that has ever happened to Booker T. Washington," he said, "and I mean that. It has had the

most telling effect that any kind of community agency or outside agency has ever had on the school—period."

High Tech, the newest corporate neighbor team, provides computer programming assistance to the nonprofit community. At the suggestion of the chief operating officer and a senior vice president, the team originally was formed to help out with a special task force project involving the company's annual holiday food distribution program. Ragland notes that after an initial memo was distributed to a single department, 25 employees volunteered to join the team.

The Community Relations Council

The Community Relations Council, the liaison between the teams and the corporation, consists of each team's officers and representatives of the Grants and Community Services department. At its one-hour monthly meeting, council members report on their team activities and work together to monitor the volunteer program's direction. The council also acts as a clearinghouse for requests for financial assistance from teams or community service agencies (who don't need a team sponsor to apply).

Adoption by Senior Management

Recruitment and project recordkeeping are primarily the task of the individual teams and their committees, but it was the Community Relations Council that originated the idea for involving senior management in the teams.

"We wanted to get not only their acceptance, but also their assistance," says Ragland.

In a presentation before senior management, Kathi Kunkel, former health team chairperson and senior marketing manager, reviewed the teams' accomplishments and demonstrated how the program has an impact on career development and job productivity. At its conclusion, the chief operating officer suggested that each senior staff member "adopt" one of the teams.

By adopting a team, senior executives are informed of team projects, lend support and provide general assistance. One senior vice president says, "The adoption gives credibility to the teams' activities and allows them some extra pull to get things done."

This practice is unique among corporations with employee volunteer teams, but as Kunkel notes, "The program needs this type of senior-level support in order for it to become a part of the corporate culture."

Other features of Federal Express's Corporate Neighbor Team program include special task forces, a skillsbank, released time for employees and a contributions program favorable to groups where employees are volunteers.

Special Task Forces

Federal Express has developed Corporate Neighbor Task Forces to handle infrequent community needs, such as emergencies and disasters or the Holiday Food Basket Program. A task force is formed for a specific goal and disbands after its accomplishment.

For eight years, Vice President of HUB Operations Karl Birkholz has spearheaded the Holiday Food Basket program, an annual project sponsored by Memphis corporations. In addition to recruiting volunteers, Birkholz oversees 11 committees with responsibility for such functions as internal publicity, inventory control and basket assembly.

In 1985, the Holiday Food Basket Program fed an estimated 80,000 people through the distribution of 5,000 baskets. Over 2,000 employee volunteers were responsible for this accomplishment, including some 300 from HUB Operations alone. The high tech team developed a computer system to facilitate the identification of needy families and basket delivery. The result was the elimination of 20,000 names that appeared more than once on the multitude of lists supplied by churches, the Salvation Army and nonprofit organizations. "People join the project because it's fun," says Birkholz. "They learn from it, grow from it, and it's a break from their normal jobs. Last year we had to turn volunteers away."

The Skillsbank

A computerized skillsbank allows Corporate Neighbor Teams to draw from a current list of volunteers available for specific projects and obtain profiles of community agencies and their volunteer needs.

The skillsbank also gives employees who are interested in volunteering, but who don't necessarily want to join a team, an option for offering their skills and time for community service. Over 350 such employees have volunteered in this way.

The skillsbank is located on the premises of the Memphis Volunteer Center and maintained by Center staff. The company contributed the computer, and its employees programmed the skillsbank. Access to the information is limited to the Center and Federal Express.

"The Volunteer Center and skillsbank are key components of the CNT program," says Wanda Martin. "Ours is a close relationship that's mutually beneficial."

Released Time

So that they can discuss team projects, all team and Community Relations Council members are given released time from their jobs to meet for one hour per month with their respective groups. Project activities are conducted after business hours.

Employee volunteer Lynn McConnell sees time as the biggest obstacle to volunteering and appreciates the released time for meetings.

"It's great knowing that management is behind me 100 percent," she says, "but I make sure I get my work done, too."

Funding CNTs and Community Projects

There is a strong relationship between employee volunteering and corporate contributions at Federal Express. Approximately 20% of the total contributions budget is given to nonprofit organizations where Federal Express employees are involved either as CNT members or as board members of that organization.

Each CNT has a $1,000 general operating budget. In addition, teams receive corporate dollars to finance already established annual community service projects, such as the $10,000 necessary for the handicapped services team to operate the annual Special Olympics Track and Field Meet. When unbudgeted funds are needed for new projects, teams submit a request for approval to the Community Relations Council and the Corporate Contributions Committee.

Donated goods, distributed through the Grants and Community Services Department, are an important part of the company's contributions program. Ragland notes the unique nature of some of the donations. For instance, for several years now, Federal Express service has been synonymous with "milkman" for 4-year-old Lacy Smith of Milburn, Oklahoma.

Because of a congenital disorder, Lacy can only eat or drink "mother's milk" or water. Over 2,500 volunteer donors from across the United States provide her with the three gallons of fresh milk she needs a day, which Federal Express delivers overnight. Estimated to cost $26,000 annually, this service has been provided free of charge and will continue as long as necessary.

Recycled airplane fuel is another item donated for a unique pur-

pose. In 1983, Fredrick Smith, CEO, heard of a fuel recycling project in which the value of the fuel was donated to the Muscular Dystrophy Association. The program started in New Jersey, but used fuel is now contributed at several Federal Express operations.

Ragland sees volunteering and contributions programs as complementary. "Sometimes employee volunteering can be a supplement or alternative to money," she says.

Impact on Career Development and Job Productivity

In November 1984, 580 team members were surveyed about the CNT program and their involvement. Developed and evaluated by a specialist in organizational communications, the survey had two objectives: to identify ways the program could be improved, and to measure whether or not employees' involvement contributes to their job productivity and/or career development.

Based on a 29% response rate, findings indicated that employee volunteers perceive the CNT as a strong program. They believe CNT projects make worthwhile contributions to the community and are a good use of their time. In most cases, team members indicated their immediate supervisors were supportive of the program.

Suggestions for improvement were categorized into five areas. The first was to improve CNT *promotion* within the company to generate more active members. Finding more ways to reward team members for their effort was suggested in the area of *recognition*. Generating more *management support* and strengthening *leadership* and organization of the program were also suggested. The final area of suggestions included giving more people more *responsibility*. Findings relative to the second objective revealed

Findings relative to the second objective revealed that employees are developing skills. Results indicated that those who were CNT leaders developed seven of eight managerial skills deemed important to job performance: teamwork—67%; ability to motivate others—57%; organization—55%; leadership—53%; listening—48%; decision-making—45%; speaking—43%; writing—28%.

"The degree of time and effort contributed to CNT projects is perceived to relate proportionately to personal career development and productivity," says Ragland. "The program actually provides some with leadership opportunities that they would not otherwise have in their Federal Express work experience. For these employees, the experience also is seen as contributing to overall

job satisfaction.

"These conclusions provide evidence that more active team members and continued management support are *the* keys to the program's growth and development. It was important to learn directly what team members like and dislike about the program. We're developing ways to address the concerns and make the CNT program a more viable and rewarding experience."

Federal Express has plans for another survey to measure productivity. This time, managers will be surveyed about the performance of volunteers versus employees who don't volunteer. Absentee rates and general productivity will be measured.

"Hard statistics are difficult to find," says Ragland, "so we listen to our employees and managers as to how they feel about CNT."

Jim Barksdale, for one, is sold on the CNT program. "It has a positive effect on employees simply because it creates a sense of belonging on their part," he says. "It reduces turnover rate, it creates a great degree of esprit de corps and camaraderie among our employees, and it provides pride and accomplishment in a healthier work environment, which in the long run has tremendous effects on the profitability of the company.

"Employee volunteering is not an agenda item to a lot of companies because it's not perceived to be either the company's business what people do on their own time or because they don't see it as having a direct economic benefit to the company. But once the concept of focused volunteer efforts among large groups of employees hits anyone's mind, they're attracted to it. It's the right way to focus the energies of the company in ways other than just the money-making part of the company.

"Programs like this convince the employees that their company has a heart, spirit and soul. Once an employee knows that, they begin to see that the company is looking out for the total community's interests."

Expanding the CNT Concept

Federal Express is in the early stages of promoting CNTs in its field locations. Plans currently entail setting up programs in at least two company locations per region.

In the central region, the company has identified St. Louis and Chicago as the first field operations to receive special assistance in implementing programs. A CNT manual developed for use in Memphis also will provide the "how-to" information needed by field offices. Grants and Community Services staff will provide the

necessary technical assistance.

Giving the Corporate Neighbor Team program strategic importance within the company contributes to the success and ownership employees at all levels feel for the program.

"I'm a firm believer that you don't mandate a situation like volunteerism and get 50 percent participation," says Theodore Weise, senior vice president for central support services and volunteer board member of the Memphis Junior Achievement program. "You let it evolve and you do everything you can to take away the walls and build the bridges so it's easier for employees to participate."

Barbara Ragland says that convincing management from the top down that the program is the best tool for satisfying two of its four constituents—employees and the community—has been critical to the program's success.

"The basic thing to recognize," she says, "is that a publicly held, profit corporation is trying to satisfy a number of constituents—customers, employees, stockholders and the community. Because our program is designed around our 'people first' philosophy, we have been able to support employee activities in the community. This is a role we can fulfill that brings the highest 'ROI'—return on investment."

Profile

METROPOLITAN LIFE

EVP—An Employee Service

Policy simplicity, minimum structure, tailored to the site—these are the key elements of the Metropolitan Life Insurance Company's Employee Volunteer Program (EVP). At its New York City headquarters, a full-time administrator oversees EVP's operation as a clearinghouse of diverse volunteer opportunities for 8,000 employees. In the regions, which comprise 1,300 offices in the U.S. and Canada, a consultant provides on-site assistance to the development of individualized volunteer programs.

Background

Responding to the request of a city government representative, in 1977 Metropolitan Life created a special management task force to consider forming an employee volunteer program at its Manhattan headquarters. Under the direction of the vice president of the Secretary's Office of Corporate Contributions, the task force researched the volunteer experiences of other corporations, the needs of municipal and nonprofit agencies and the interests of its employees.

The resulting volunteer program consisted of three distinct components to assure that it would get off to a good start and continue to thrive:

- A clearinghouse or job bank of volunteer needs of both municipal and nonprofit agencies
- A records system to track employee/retiree volunteer referrals and placements

- A full-time administrator to serve as liaison between agencies and employees wishing to volunteer

To promote the new Employee Volunteer Program, management task force members and employees from the Contributions and Corporate Communications Departments planned a volunteer fair, publicizing it in the company magazine, special bulletins, cafeteria table-tents and posters. Each piece featured the theme, "Care and Share." Table tents, for example, were illustrated with a big apple and urged employees to "Show that you care, come to the fair."

The EVP officially was launched at the four-day volunteer fair, which featured 33 agencies in search of volunteers. The event attracted 6,000 people and recruited more than 200 employees.

Today, more than one in every seven Metropolitan Life headquarters' employees has registered to volunteer through the EVP. Volunteer jobs range from management and technical assistance activities to physical and artistic roles. Most employees volunteer individually, although some volunteer in groups for projects at a prison, for a literacy project, at a shelter for homeless women, and with theatre companies.

"The Employee Volunteer Program is a service for our employees," says Sibyl Jacobson, assistant vice president of corporate contributions. "Since volunteering is a gift of their free time, we do whatever we can to find the best placements for them."

Job Bank and On-Site Recruitment

Employee Volunteer Program Administrator Bruce Lentini is responsible for identifying volunteer job openings through a network of registered agencies in metropolitan New York City. He records these opportunities on index cards that become part of the EVP volunteer job bank—a cross-indexed card file of over 3,000 volunteer listings by 200 agencies. Representing volunteer positions in health and social service agencies, local government, arts organizations and educational institutions, this collection allows employees and retirees to find their "perfect match." Jobs are categorized by type of activity as well as by agency and zip code—each listed on a different card—so that a volunteer can select a position by interest, skill and/or geographic location.

Metropolitan Life makes the volunteer referral and the agency seeking volunteers makes the selection, as its staff knows best the type of people they need.

When Neill Corbett, a senior consultant in the Editorial Services

unit, checked in with the company's volunteer job bank, he specified a tutoring assignment with a young student at a location near the office. EVP matched him with a reading program at a Boys Club within walking distance from Metropolitan Life. As a result, for the past three years, Corbett has assisted senior and junior high school students with their reading.

Noting that one of his students had entered a senior high school for art design, Corbett remarks, "He had an interest in New York City architecture, and I found that I could help improve his reading skills and vocabulary by providing materials and taking him on field trips to city architectural sites."

Some unusual volunteer assignments arranged through EVP include bird tracking, costume repairs for Off Broadway theatre productions, and handling pets in therapy sessions for seniors. One volunteer surveyed New York's old cast iron buildings to help organized efforts to preserve historic architectural styles.

"The number and kinds of agencies in our clearinghouse are always increasing as employees learn of new agencies or as agencies learn of Metropolitan's program," says Lentini.

Employees can choose a one-to-one assignment or join a group activity. The groups are informal arrangements by employees to form what Lentini calls a "volunteer corps" to work in an area of mutual concern.

Lyn Cammaroto, a secretary, enjoys both one-to-one and group volunteering. Her volunteer resume includes service as a Eucharistic minister, a letter writer for Amnesty International, and a "phone visitor" through her church. She also participates in a volunteer corps with The Dwelling Place, a temporary shelter for homeless women.

Cammaroto volunteers for the "personal and spiritual gratification," but adds, "It gives us a deep sense of pride towards our company. We don't just sell insurance, we render assurance through our people."

Not all employees know what kind of volunteer job they want. In fact, some never thought of volunteering until something caught their eye in one of Metropolitan's in-house publications:

- *Volunteer News*, a quarterly newsletter that lists a variety of community needs for different geographic areas, such as educational activities and holiday programs
- *Metropolitan Magazine*, a monthly employee publication that contains various articles on long-term volunteer issues or profiles of community programs with ongoing needs for volunteers. A

recent article, for example, described the involvement of Metropolitan Life and its employees with the American Association for Gifted Children.

- *One Madison Avenue*, a regionalized monthly supplement to *Metropolitan Magazine* featuring more timely needs and requests for volunteers.
- *Met News*, a poster that is hung in elevators announcing an immediate need for volunteers.

In addition to its volunteer job bank, Metropolitan Life gives community organizations the opportunity to recruit in person at its headquarters. Presentations by an agency representative or an employee volunteer of that agency are commonplace in the company cafeteria. A table is set up from 11 a.m. to 2 p.m., usually on a Wednesday. Posters alert employees in advance of the personal appearance.

Record-Keeping

The EVP office employs an index card system to keep track of its numerous daily referrals. Each referral is cross-indexed by employee name and agency. Lentini finds this system most efficient, as it allows him to follow up on many volunteer assignments and group activities.

Before calling, he can check an agency's card to see which employees are volunteers and on what projects, the date they began their assignment and the contact's name. The employee card file gives him the same information. Sometimes his follow-up work produces informal rap sessions with employees in which he might see the need to discuss ways to prevent problems such as volunteer burnout.

Volunteer Recognition

Metropolitan Life recognizes its volunteers in a variety of ways—luncheons and wine and cheese parties in their honor, feature stories in one of its employee publications, "thank-you" memorabilia such as buttons and mugs, certificates, and letters from the CEO.

During National Volunteer Week, the company awards 20 minigrants to nonprofit agencies where employees volunteer. These $100 prizes are selected by lottery.

"We believe all our employee volunteers are important and we don't want to differentiate between the importance of being on a board and the importance of reading mail to an elderly person," says Jacobson. "The lottery helps keep that democratic view."

The Benefits

Metropolitan Life sees the benefit to the community, the employee and the company as the single most important aspect of the need for company volunteer programs.

"Volunteering can be a way of providing training for employees as well as a way to attract and retain better employees," Lentini says.

Once EVP was launched, Metropolitan Life quickly saw how volunteer involvement often can enhance an employee's job skills.

"Volunteering can broaden their base of knowledge about a community," says Jacobson. "It gives them a breadth of understanding and experience in dealing with people."

Muriel Mahon, retired administrator of Metropolitan's EVP and current employee volunteer program consultant to the company's regional head offices, saw many "up and comers" use volunteering to build careers.

"Also, many employees who were new to New York found volunteering helped them meet people and become an active part of their new community," she says.

One employee who gained from his volunteer experiences worked in Metropolitan Life's insurance processing division, but was trained in college for personnel work. By developing job evaluation forms and applications as a volunteer for a children's home, he worked at his personnel skills with an eye to the future. Another employee, who was a part-time law student, volunteered to assist in conciliation cases in the courts to broaden his base of legal knowledge.

Several foreign-born students who work at Metropolitan Life benefited from the company-sponsored English in Action (EIA) program, an adult education program in which volunteers help people from other countries improve their English by spending one or more hours a week in one-to-one casual conversation. Volunteers hold hourly sessions every Wednesday after work at headquarters.

One EIA beneficiary—an Oriental employee—was promoted after demonstrating her ability to use the telephone more effectively. Another beneficiary, volunteer Marjorie Kleiman, says she learned as much from her first EIA partner, a Colombian woman, as she taught.

"The program is more than learning a language," she says. "It's about understanding a different culture. I saw that we [Americans] tend to take certain things for granted, just assuming that everyone

else knows what we're talking about."

Expanding into the Regions

Metropolitan recently hired a consultant, Muriel Mahon, to provide on-site assistance to its regional offices to develop or expand their volunteer programs.

"Many head offices of Metropolitan Life in regions across the country have considerable employee density and visibility in their community," says Jacobson, "so we made available a consultant for on-site review and technical assistance to build or expand an employee volunteer program."

"We avoid preconceived recommendations," Mahon says of Metropolitan's laissez faire attitude toward developing volunteer programs around the country. "Our goal is to keep research and the program that is finally recommended simple, though searching; flexible, though focused; and untethered, though within corporate guidelines."

Her approach to assisting a head office includes pre-visit research about the area's population, industry, crime, education levels and community needs. She also networks by phone with appropriate voluntary organizations, other corporations and national groups before visiting the office.

Once on site, she engages in detailed discussions with the officer in charge or a representative about the head office's local reputation, community problems, volunteer goals, personnel limitations, employee interest and support systems.

She also consults with personnel management staff to obtain general information about employee qualifications, special skills and residence locations.

"All of this information is important to determining the likelihood of practical recruiting for what's needed and where," she says.

Mahon then visits with local nonprofit agencies to find out their needs, and with other corporations to see what their volunteer activities are. She works with regional head office management to encourage them to form a corporate volunteer council.

Instead of confining herself to the office, Mahon "walks the community" and sees first-hand areas of need, affluence, residential and business activity. Based on this assessment, she recommends the type of program she feels is best suited to the site. After head office approval, she trains the employee who has been designated volunteer coordinator, using a manual she compiled containing

corporate policy and guidelines, methods and sample material.

Before leaving the site, Mahon takes two final steps to give the program added impetus: First, she holds a meeting with management and the new volunteer coordinator to make sure each has a clear understanding of what needs to be done and what each expects of the other. Second, she pledges her accessibility by phone for a few months so the coordinator can call her with questions or problems. After the program is set up, EVP Administrator Bruce Lentini becomes the primary contact for head offices.

"An average head office consultation takes one week in preparation, two weeks on site and in 'wrap-up,' and a few months of occasional accessibility," Mahon sums up.

Currently, head offices in Tulsa and Tampa, working in close conjunction with the local Volunteer Center, have very active employee volunteer programs. In Tulsa, Metropolitan Life hosted a meeting with nonprofit agencies to announce its program, followed by a series of leadership training seminars for nonprofit representatives. The Community Service Council of Greater Tulsa honored this employee volunteer program with its first corporate award.

The Tampa office has been instrumental in involving employees as volunteers and working with the Volunteer Center to encourage other companies to become involved in the community. It hosted the first steering committee breakfast of the newly formed Employer Volunteer Council, and its representative became the council's first president.

Though no head office has set up a program exactly like that of the home office, nearly all are involved in their communities in some way.

"We've seen remarkable generosity on the part of Metropolitan Life people," Mahon says. "We're all helping—and that's what the program is all about."

Profile

PACIFIC POWER & LIGHT COMPANY

E.C.H.O., A Nonprofit within the Company

Pacific Power & Light Company has developed an unusual corporate employee volunteer program model. The company successfully places responsibility for employee involvement with its own nonprofit corporation. Called E.C.H.O.—the Employee Community Help Organization—this tax-exempt organization is governed and operated by Pacific Power employees.

Background

Pacific Power & Light is the largest electric utility in the Northwest, with a service area spanning six states—Oregon, Washington, Idaho, Montana, Wyoming and Northern California. E.C.H.O. operates in Portland, Oregon, where the company employs 1,400 people but which is not a service area for the company.

PPL's corporate leadership supports community involvement and fosters in its employees the belief that they are part of a corporate family.

"Volunteerism and community involvement were institutionalized at our company long before we had a formal program," says Pacific Power's President David Bolender.

The company launched a formal employee volunteer program in 1974 when it contracted with Involvement Corps, a nonprofit consulting agency, to facilitate employee involvement.

Between 1977 and 1979, Involvement Corps consultant Arnie Winkler helped structure an advisory committee of employees,

which later became the first E.C.H.O. board of directors. In 1979, the company hired Winkler as a full-time employee in the Community Relations Department with instructions to "continue doing exactly what you've been doing." He took employee involvement one step further, however, by incorporating a nonprofit volunteer organization for Pacific Power employees.

"If the program had been placed in the Community Relations Department, it would be CR's program, not the employees'," Winkler says of the impetus to found E.C.H.O.

For the employees to take ownership of E.C.H.O., the original board members developed the by-laws and laid a foundation for its operation.

"[PP&L's] law firm helped with the incorporation," says Winkler, "but we decided that it was important for the employees themselves to write the by-laws. It took us 15 months, but it was worth it."

Employees also chose the name for their nonprofit through a contest. Three judges—an officer, a mail room clerk and a supervisor—selected "E.C.H.O."

E.C.H.O. started out with $12,000 from the company's contributions committee. As the program grew, so did PP&L's contribution. E.C.H.O.'s budget is now $20,000, which does not include staff salaries. In 1984, E.C.H.O. submitted a proposal to senior management for a full-time coordinator. As a result, Colleen Littell, an E.C.H.O. board member during the organization's formative years, was hired to fill the position.

How E.C.H.O. Works

The Employee Community Help Organization is administered by a 15-member board of directors consisting of a cross-section of Pacific Power employees. Directors serve three-year, rotating terms so that five new directors are elected each December. The officers—a president, vice president, secretary and treasurer—and five standing committees—executive, publicity/recognition, topical teams, nominating and finance—administer E.C.H.O.'s internal operations and board policies. A special scholarship committee annually awards a two-year scholarship to a graduating senior who has displayed active community volunteer involvement. The recipient must be a son or daughter of a Portland area employee.

E.C.H.O. meets community needs through four volunteer programs, all administered by the volunteer coordinator: topical teams (group projects), a skillsbank (one-to-one or technical assis-

tance), a board candidate bank and a corporate surplus program.

The Volunteer Coordinator

E.C.H.O.'s volunteer coordinator is a PP&L staff person who supports the board and provides an integral link between the organization and Pacific Power. The coordinator and a part-time secretary make up the Volunteer Planning Unit.

Colleen Littell, current volunteer coordinator, is responsible for keeping board members up to date on volunteer issues and developments. She serves as the representative to local, state and national volunteer organizations, including the Oregon Corporate Volunteer Council.

She also monitors the progress of E.C.H.O. activities and documents completed volunteer projects. She provides technical assistance when needed and helps with volunteer recruitment efforts. And she coordinates publication of *Volunteer Powerline*, E.C.H.O.'s quarterly newsletter, which an E.C.H.O. board member edits.

Littell spends approximately two-thirds of her time administering E.C.H.O. programs. Though her functional reporting responsibilities are to the E.C.H.O. board president, as a company employee she reports to the vice president of planning and public affairs. She devotes the balance of her time to representing the company to the public and promoting volunteering throughout the rest of the company.

To promote companywide volunteering, Littell designed a needs assessment for three Pacific Power regions to determine if a structured volunteer program would enhance employee involvement in their community.

"We're looking to expand the spirit of E.C.H.O., not necessarily the structure," says Littell, noting that each state has its own laws governing nonprofit status.

Topical Teams

Group volunteer projects are coordinated by what E.C.H.O. calls "topical teams." There are five such teams based on employees' interests and community needs: social services, cultural, health/handicapped, special populations and youth.

Each team consists of at least four employee volunteers, including two E.C.H.O. board members. Team members review requests from the community for assistance and then recruit volunteers for the project or activity. Each team conducts eight to ten projects a

year that average ten volunteers per project. A $200 budget is allowed for each project to cover expenses. Additional monetary support from E.C.H.O.'s budget must be approved by the full board.

The team activities and projects vary in focus and in numbers of employees who participate. Sometimes an agency request may require only a limited number of volunteers or a particular skill. For instance, two social services team volunteers assisted the Burnside Community Council in updating a directory of services for the homeless and low-income of Portland. One illustrated the publication with graphics of local landmarks, and the other did the typesetting and layout for the directory.

In a major project involving the largest number of E.C.H.O. employees to date, the cultural team rallied 160 volunteers to serve as decorators on several floats in the Portland Rose Festival's Grand Floral Parade.

For four days, working in four-hour shifts, volunteers twisted, pressed, cut and glued flowers on to the floats. The company that annually builds the floats presented a $600 check to E.C.H.O., who turned it over to its charity of choice, the Burnside Community Council. The Pacific Power Corporate Contributions Committee matched the amount.

Louie Dyer, administrative manager, played a key role in negotiating the contract and recruiting volunteers.

"It's nice when you have a vice president out there working with the clerk from the mail room," says Dyer. "It was a good project!"

Other group projects have included loading and storing wood for low-income elderly and disabled residents in Portland, collecting 7,500 pounds of food during the annual canned food drive for the Interagency Food Bank and gathering baby clothes for young mothers needing assistance.

The special populations team sponsors a successful, ongoing program called "Take-a-Senior-to-Lunch." The program matches volunteers with seniors from the S.W. Neighborhood House and the Northwest Pilot Project, both Portland agencies that provide services to seniors.

"It's a wonderful social activity for the seniors," says Littell. "A van or cab picks them up and takes them to the restaurant where the employees meet the seniors. The volunteers pay for their own lunch and for one senior's lunch. E.C.H.O. pays the gratuity."

A similar program, "Take-a-Vet-to-Lunch," enjoys the same success.

In 1984, 210 volunteers participated in 65 team projects. The 1985 figure more than doubled to nearly 500 volunteer participants in team projects.

"The wonderful thing about E.C.H.O. is that it's so grassroots and it's very much the employee volunteering with no pressure from management," says Littell. "By the community seeing Pacific Power employees volunteering, it lets them know that we're not just a profit-making institution, but a real neighbor."

Computerized Skillsbank

E.C.H.O. set up a computerized skillsbank in 1982, through which it can match a prospective volunteer with a one-to-one placement. Individual placements have ranged from one-to-one relationships with mentally retarded children, to computer programming for nonprofit agencies, to providing tax help, accounting tips and basic business practices to day care providers.

The skillsbank contains a resource inventory and activity history files. The resource files list employee skills that local agencies can tap, and the activity records keep track of employee volunteer involvement—who has done what and where. The skillsbank also lists both long- and short-term projects available to employees who would like to volunteer but who do not necessarily want to join a team.

As a recordkeeping vehicle, the skillsbank can help in future planning. For example, the computer stores the results of a volunteer resource survey of all Portland employees, which document participation levels, activities and interests.

Littell works with the Volunteer Bureau of Greater Portland to keep up-to-date listings of volunteer opportunities in the skillsbank. The Bureau's input on community needs also enables E.C.H.O. to offer a board candidate search service to agencies needing directors and employees interested in serving on a nonprofit board. Using information from the skillsbank, Littell has begun to provide referrals for board positions. The individual agency makes the final selection.

Corporate Surplus Program

Working with the company's investment recovery department since it began operating in 1980, E.C.H.O. distributes surplus materials to needy agencies. An E.C.H.O. volunteer maintains a chronological log of requests and disperses these donations as they become available.

In-kind contributions have ranged from a copier for the Oregon Free From Drugs organization to a typewriter for the Leukemia Association. The Portland Audubon Society received storage and filing cabinets, and office furniture was given to the Oregon Coalition Against Domestic and Sexual Violence.

Mutually Beneficial Business Relationships

In the interest of saving money and promoting new relationships, E.C.H.O. supports and promotes the concept that agencies or organizations should exchange services and other resources with the company whenever possible. For example, in 1982, E.C.H.O. contracted with a local referral and information service to link up employees in need of community services with those agencies that could assist them.

"It was an instance where an E.C.H.O. board member saw a need and helped get it started," says Littell, who notes that E.C.H.O. paid a monthly fee of $50 for the referral service. Since then, a similar service has been incorporated into the company's human resources budget to offer such assistance to all company employees.

When the Kidney Association asked E.C.H.O. to find volunteers to assist in collating and stuffing material for a mass mailing, an employee found a special education class for the developmentally disabled who could perform the necessary tasks. And when E.C.H.O. needed to reorder more T-shirts worn by its volunteers at projects, an employee referred it to a business that employed only handicapped individuals who silkscreened the shirts for nearly the same price as the previous company.

Recognizing E.C.H.O. Volunteers

Pacific Power & Light believes in recognizing every employee who volunteers. Each receives a T-shirt to wear to volunteer activities and a personalized thank-you card from the volunteer coordinator. Also, public displays of Pacific Power's appreciation are in evidence throughout the company. Special bulletin boards sport photographs of employee volunteers in action along with lists of involved employees. Both the company and E.C.H.O. newsletters feature special reports on their activities. The president participates in the annual recognition event at which mugs are presented to all E.C.H.O. volunteers.

PP&L encourages employees to invite their family and friends to volunteer with them on community projects. E.C.H.O.'s liability insurance coverage for its volunteers includes family members

and friends.

Despite a reduction in workforce by an early retirement program, PP&L President Bolender says, "Although cost-cutting activities have been a high priority in the company, this program is strongly supported by management and will continue to be.

"I'm very pleased that our newer, younger employees are in the program every bit as much as the 30-year vets were. It's very much a family attitude here. It adds to the feeling of being a good place to work."

Profile

SCOTT PAPER COMPANY

Acting in Terms of 'Social Investment'

When Scott Paper Company decided to launch a formal volunteer program at its corporate headquarters, it was during a period of staff cutbacks and reduction in corporate overhead. Scott saw the program "as a marriage of the needs of our people and the needs of the nonprofit sector we support." Focusing on its extensive retired population living in the Philadelphia area, Scott launched SERVE—Scott Employee Retiree Volunteer Effort—an innovative program that is administered by retiree volunteers for both active and retired employees who wish to volunteer.

Background

Cynthia Giroud, manager of corporate social investment, cites the rationale for investigating the benefits of an employee volunteer program.

"During a time of cutbacks at the company and limitations on our cash contributions to the community," she recalls "we began looking at our noncash resources in a new light and saw that we could expand our outreach capabilities."

"As we met with agencies that we funded," Vice President of Public Affairs Philip Webster continues, "we learned that very often money was the last thing they needed. What they needed in even greater amounts were talented people and leadership.

"We began to think in terms of a function we now call 'social investment' and saw how we could add to the Scott Paper Company

Foundation's program in meaningful ways beyond simply giving charitable donations."

Eighteen months of planning went into SERVE, which began with the creation of a ten-person task force of five active employees and five retirees to design the program. But first, a task force subcommittee surveyed all headquarters' employees and retirees in the Greater Philadelphia area to determine if there was interest in a volunteer program.

The survey drew more than 700 responses (35%) from employees indicating a desire to volunteer but a lack of knowledge about what was available and how to go about it.

The task force then looked at numerous employee and retiree volunteer programs at other companies. It liked the concept pioneered by Honeywell, in which retired employees play an active role in matching retirees with rewarding volunteer positions.

Scott adapted the concept so that interested retirees could work with both active and retired employees. The idea was to bring them back into the mainstream of company life by involving them as administrators of the volunteer program.

Another subcommittee designed a clearinghouse that would refer prospective volunteers to area nonprofit agencies who register their volunteer needs with SERVE. Members also recruited interested retirees to staff the office.

A third task force subcommittee planned a volunteer fair to introduce and promote SERVE to employees and retirees.

SERVE's official launching took place at headquarters in November 1984. Twenty-three area nonprofit representatives were on hand to discuss their programs and recruit employee volunteers. Over 500 employees and retirees turned out for the grand opening; 200 took advantage of the opportunity to sign up for a volunteer activity.

Administering SERVE

SERVE began operating as an in-house, computerized clearinghouse program staffed by 14 retirees who each worked two days a week. From the beginning, the Corporate Social Investment Department provided annual funding of approximately $25,000, plus in-kind company services that include staff assistance.

Approximately 300 nonprofit agencies initially responded to letters from SERVE soliciting their volunteer needs, resulting in a database of over 1,500 volunteer listings. SERVE's volunteer staff then introduced the program to their fellow retirees in the area by

letter and by follow-up calls.

"It's a good way to recruit—retiree to retiree," a SERVE staffer says. Nevertheless, within six months, SERVE staff had enough experience to see that the program's focus needed shifting.

"Originally, it was a reactive program, in which people came to the office to find a volunteer job," says Giroud. "Now we're trying to be proactive by seeking out prospective volunteers, presenting them with specific volunteer opportunities, then placing them in positions most appealing to them.

"We found that the clearinghouse concept had limitations in terms of our ability to provide prospective volunteers with immediate ideas on where their talents could be utilized. When our staff called interested retirees and told them we would search our database of 1,500 jobs, people were hesitant to express an interest in an unknown quantity.

"To address this problem, we decided to focus on special short-term projects that needed a significant number of volunteers in addition to long-term placement opportunities."

Although Giroud believes that they used a good method to develop the program, it didn't work as well as Scott had hoped.

"We made all the right moves," she says, "but we didn't anticipate the way employees viewed the program and how to best reach them." She also notes that without a local Volunteer Center, it was difficult to find ideas for utilizing specific skills of employees and retirees in a timely fashion.

Another improvement was the addition of a full-time SERVE coordinator, Joanne Nemeroff, who provides the needed management link between the retirees and the company.

"She provides a thread of continuity," says a SERVE staffer. "We needed someone representing the company to be executive head of the program. It didn't work as well without one."

Nemeroff is responsible for updating the volunteer needs of agencies and implementing special promotional events for group and one-time projects.

"Currently, we're averaging three one-time projects per month, with an average of eight volunteers per project," she says. She also notes that SERVE volunteers contact approximately 48 retirees and 500 active employees a month, resulting in a 10% response for single placements.

SERVE volunteers work individually as van drivers to take multiple sclerosis patients to their medical appointments, as marketing consultants, as assistants in rehabilitation programs for the handi-

capped, and as carpenters for neighborhood organizations. In group projects, they provide entertainment at nursing homes, serve as cashiers at a crafts show, and contact clubs, schools and other organizations about events like the Great American Smokeout.

Some one-time projects are the United Fund Day and the Elwyn Institute Day Fair. Both events required volunteers to staff booths, sell food and run carnival games.

"An interesting thing happened during the recruitment for these events," says Nemeroff, who sent memos to employees about each occasion. "We used posters for the United Fund Day, but not for the Elwyn Fair. As a result, we found that fewer people volunteered when we didn't use recruitment posters. It's like a testing process."

Nemeroff's personal contact with nonprofit agencies has been invaluable in terms of updating volunteer job listings, especially in soliciting new one-time projects. SERVE developed a special request form for agencies to use to send in information on new volunteer opportunities and one-time projects.

Retiree SERVE staffers—reduced to six with two in reserve when the changes were implemented—receive training on interviewing techniques to assist in finding the best placements for volunteers and the agencies.

Retiree Margaret McConnell, a former supervisor at Scott, learned of SERVE from her former colleagues who now administer the volunteer program. Though invited to become a SERVE staffer, McConnell preferred a placement "where I can come in contact with a cross-section of people, rather than being tied to one location." Her placement is with the American Cancer Society's Road to Recovery program.

"I have a car and can drive," she explains, "and I'm meeting a real need for those people who have chemotherapy appointments to get to."

Though they no longer use the computer system for matching—manual matching and recordkeeping work best during this transitional period of the program—there are plans to reinstitute the system after the program is more operational.

Because some placements don't work out, SERVE sees follow-up as a necessity, but sometimes more of a goal than a reality.

Recognition

Although a formal program of recognition has not yet been imple-

mented, SERVE conducts a variety of small recognition activities. Staff send thank-you letters to all volunteers who participate in one-time projects, and has taken photographs of volunteers at a United Way fair. Employee volunteers were identified and their photos displayed in a well-trafficked area at company headquarters.

Future recognition plans call for a "Dollars for Doers" program in which Scott will award $250 to an agency where an employee or retiree volunteers 40 hours over a six-month period.

"It's a motivational factor for the SERVE program," says Giroud, "because it shows the company's commitment to volunteerism in general. It says to employees that SERVE will help you find a volunteer position and then the company will support your activity."

Volunteerism and Stakeholder Alignment

In its two-year life, SERVE has had its ups and downs, but Giroud believes it will continue to grow as time goes on.

"Volunteerism is a new concept for Scott employees," she says, "and the program has taken root despite a substantial reduction in the number of Scott headquarters employees over a three-year period."

According to Public Affairs Vice President Philip Webster, "The biggest obstacle to an employee volunteer program is the learning curve of how to do the program well. This includes everything from recruitment to needs assessment to staffing to matching. We're not totally there yet—but we're well on our way."

Noting that "top management bought into the SERVE program and supports it wholeheartedly," Webster explains a tie in the direction the company was moving with its stakeholders and the relationship with SERVE.

"We believe if our company is to be successful, our actions must be aligned with the expectations of our stakeholders," he says. "The social investment thrust is a part of that.

"Social investment is the name of the game—not just giving away dollars—not what we used to call corporate contributions. We're looking for a return on our investment."

Webster cites some of the benefits of having SERVE—an improved corporate image in the community, leverage for the foundation's philanthropy, training and experience for employees who volunteer, and a better community to live and work in.

"It's really a multidimensional benefit that a company gets from a volunteer program," concludes Webster. "And we're proud in a small way to be taking a lead in that effort."

Profile

THE HONEYWELL RETIREE VOLUNTEER PROJECT

There was a time when employees retired from corporations and were rarely heard from again. Today, Honeywell retirees are involved in their community . . . and their company.—*HRVP brochure*

The Honeywell Retiree Volunteer Project (HRVP) is one of the oldest and most comprehensive retiree volunteer programs of its kind. The heart of the program is the matching of retirees' skills and interests with the needs of local nonprofit agencies. Since its establishment in 1979 at company headquarters in Minneapolis, nearly 850 retirees have been placed in over 200 Twin Cities area agencies. The program now also operates in the United Kingdom and six other U.S. locations.

Honeywell launched the HRVP in response to a survey to determine its retirees' interest in volunteering. The enthusiastic response put HRVP on the drawing board. Retirees designed the program, and now they run it with the assistance of a volunteer manager, Elmer A. Frykman, and a volunteer team captain—one for each day of the week.

"Retirees want to continue seeing fellow employees," says Frykman. "HRVP has a focus—not just social, but meeting a variety of retiree needs while helping to make the community better."

Frykman notes that one of the advantages of retirees running the program is that they know their peers well and understand the transition from active to retired status.

The HRVP office at Honeywell headquarters is open five days a week. Six retirees staff the office every day. They recruit other retirees by telephone, then interview and refer them to appropriate agencies. They also network with agencies to learn of their needs for volunteers.

Some special volunteer experiences the HRVP has produced for retirees include modifying toys for disabled children, preparing tax returns, teaching Indo-Chinese refugees American culture and language, and designing special equipment and prosthetics for rehabilitation patients at Courage Center.

HRVP volunteers also participate in projects with Honeywell employees such as the Minneapolis-St. Paul Paint-A-Thon, Special Olympics Family Day and the Minnesota Food Share drive.

Bill Kossila, HRVP media programs manager, coordinates retiree photographers' assignments that range from taking pictures of volunteers in action to developing slide shows for nonprofit organizations.

"We've put together photo albums of pictures of our retiree volunteers," says Kossila. "They're useful when we do interviews with prospective volunteers because we can say, 'You remember Joe—well, this is what he's doing.'"

HRVP developed a generic slide show on volunteerism for agencies to use in recruiting volunteers. The retirees also have produced a videotape on strokes for the Courage Center and a movie for the Dunwoody Institute, a vocational school. HRVP budgets for film and developing expenses, though it receives at-cost services from the in-house photo lab.

Through its donated goods clearinghouse, HRVP helps fill area agency needs for certain supplies. A surplus committee, made up of a representative from each Minneapolis division, meets regularly to let HRVP know what equipment or materials are available. A fact sheet is then developed and distributed to agencies and schools in the Minneapolis area.

Ray Hopper, the HRVP staffer responsible for the program, notes that a lot of surplus parts and equipment is donated to technical schools in the area. One fact sheet listed the availability of word processors, work benches and formica tops.

The Retirement Resource Project is an HRVP program with an unusual twist—it seeks HRVP retirees interested in returning to work. Such candidates must have special skills and agree to work at Honeywell on a short-term basis or as a permanent part-time employee. The Military Avionics and Defense Systems divisions and

the Technical Strategy Center are particularly in need of such employees, who are hired for a special project or in research and development.

Bill Kossila recalls one retiree who, as a volunteer, redesigned a hospital's heating and air conditioning system, saving the institution thousands of dollars in energy costs.

"His skills were needed by Honeywell, and he now works three days per week in his own office," Kossila says.

A key to the success of HRVP and its projects, Kossila says, "is that we let retirees make their own choice. We just give them the options, but we do ask them to get involved in something."

In addition to personal phone calls and letters, HRVP sends a quarterly newsletter, "Prime Time," to Twin Cities retirees. It lists volunteer opportunities, profiles retiree volunteers and reports general news items of interest to Honeywell retirees.

Honeywell allocates approximately $25,000 annually for HRVP. The retiree volunteer manager receives a small monthly stipend, and volunteer staff receive compensation for mileage and incidentals and a free lunch.

A 15-member management team oversees HRVP's direction. Its members include representatives of Honeywell management, retirement benefits, community relations and personnel as well as retirees who are project committee chairpersons.

Several recognition events are held during the year for retiree volunteers including a holiday party, special cook-out and concert and an annual meeting. Specially designed HRVP lapel pins are given to all volunteers and the CEO sends personal thank-you letters.

Chapter 4

CORPORATIONS IN PARTNERSHIP

Partnership, perhaps one of the most overused words of the 1980s, has been used to describe virtually any kind of collaborative or cooperative effort at the local or national level. When referring to workplace volunteering, however, it very appropriately describes the various ways in which companies work with each other, with voluntary organizations and with public agencies to promote volunteering.

Corporate Volunteer Councils (CVCs)

A growing trend in joint corporate volunteer projects is the rise of corporate volunteer councils (CVCs)—coalitions of companies with active employee volunteer programs or an interest in initiating such programs. In VOLUNTEER's national survey, 44% of company respondents indicated collaboration with a CVC to plan and implement their employee volunteer programs and activities.

In different areas of the country, CVCs might be called Corporate Volunteer Councils, Corporate Voluntarism Councils, Corporate Volunteer Coordinators Councils and Business Volunteer Councils, but they all have the same basic purposes and operate in similar ways.

A CVC usually forms for three purposes:

1. To exchange information about members' employee volunteer programs and to assist other companies who want to start one.
2. To provide a forum for member companies to learn about needs

for employee volunteers and non-cash resources in the community. Most of the operating CVCs regularly invite community agencies and organizations to meetings to present information about their activities and needs for volunteers.

3. To provide a way for member companies to work jointly on an identified community need or problem that is too large or complex for one company to handle alone, or to initiate a community-wide recruitment or recognition event for workplace volunteers.

As of March 1986, twenty-six CVCs were in operation and 13 in various stages of development. They range in size from 15 to 60 corporate members, with an average of 20 members who regularly attend meetings and get involved in projects.

CVC Projects

A number of community needs have been met through CVC projects. For instance, the Dallas Business Volunteer Council's Holiday Harvest project, begun in 1982, fulfills nonprofit agency requests for donated goods and volunteer support during the holiday season. Each year, the BVC issues a booklet that lists the volunteer needs and material or in-kind service requests of some 50 Dallas nonprofits. In the first year, the council distributed 200 copies to area businesses, which produced 5,000 employee volunteers. In 1984, over 1,000 booklets brought out more than 28,000 employee volunteers during the holiday season. CVCs in Washington, D.C. and northern Virginia have patterned similar programs after the successful Dallas project.

CVCs also have involved member companies' employees in "volunteer telethons." A spin-off of the traditional telethon, this broadcast solicits pledges of volunteer hours rather than money. The CVC of Greater Tulsa, in partnership with the Tulsa Volunteer Center, sponsored a volunteer telethon that produced over 115,000 hours of volunteer service pledges. Soon after learning of the Tulsa success, the CVC of Memphis and the local Volunteer Center aired their own telethon on public television, resulting in 220,550 hours of pledges to local volunteer programs. Employees of CVC companies helped organize the event, answered phones and recorded pledges during the telethon in addition to making their own pledges through their companies' volunteer programs.

Paint-a-thons, a popular CVC project, involve members' employee volunteers in fixing up the homes of seniors, disabled or low-income families. The project originated with Denver, Colorado

businesses, and CVCs in Cleveland, Dallas and Minneapolis/St. Paul have picked up on the idea. At the 1985 Metro Paint-a-Thon in the Twin Cities, for example, approximately 2,500 employee volunteers from CVC member companies painted 125 homes.

In its first joint effort since organizing in October 1985, the Santa Clara CVC performed a similar "facelift" on two school playgrounds. Though only four of the CVC's 20 members participated in this pilot project, its success showed the other member companies how effective joint projects can be.

"We decided to select children as the focus of this initial pilot effort and proceed on a relatively small scale with four companies," said CVC Chairperson and Memorex Community Relations Manager Ernie Tydell. "Other companies were awaiting the results, and it was our hope that a successful pilot would encourage more companies to participate in larger projects in the future."

Food drives are another highly successful and visible way that CVCs join forces for a common goal. The Westchester CVC in White Plains, New York, for example, used the food drive as one of its first projects, collecting large amounts of food for a coalition of food distribution agencies. An even more significant outcome was the rise in networking among member companies as a result of their collaboration in meeting a community need.

CVC Training Seminars and Research Projects

Special joint training and research projects are another way CVCs meet both member and community needs. Many sponsor programs to aid member companies in starting, improving or expanding their employee volunteer programs, such as the CVCs did in Pleasanton, California, and Boston. The Dallas BVC sponsored a seminar on obtaining media coverage for volunteer projects, the Kansas City CVC trained members in how to work together effectively with nonprofit organizations, and a Houston CVC training session explained the nuts and bolts of internal public relations for employee volunteer programs.

In the area of research, the New York CVCC and Twin Cities CVC have produced profiles of individual members' employee volunteer programs and developed base line data to track the growth of volunteering in their cities.

The New York CVCC compiled the results of a member survey in a report that identifies activities and trends in corporate volunteerism. Its coverage of a wide variety of activities and a surprising number of new program initiatives is intended to help coordina-

tors plan more comprehensive volunteer programs and to assist member companies who want to initiate a corporate involvement program.

The Twin Cities CVC report, based on a 1984 member survey, included a list of ingredients that indicated a commitment to employee volunteer programs. Another report developed by a Twin Cities CVC task force focused on the needs of older employees and retirees. The report summarizes the findings of a CVC study of its member companies and affiliate organizations. Survey results covered the needs of pre-retirees and retirees, how companies are meeting those needs, how current or retired employee volunteers are involved to help meet such needs, and how the CVC can be involved more effectively.

Based on their research, the Dallas, New York and Twin Cities groups have published "how-to" books on developing an employee volunteer program that include examples of successful member programs and activities.

"[CVCs] are a unique group," says Connie Schilling, 1985 Minneapolis/St. Paul CVC chair and General Mills community representative. "We are all very busy in our own companies trying to build programs, heighten the awareness of corporate volunteerism and the valuable impact it has in the community. Yet, there is a willingness on the part of our members to share that knowledge and experience with others through involvement in CVC. This is the momentum that will keep CVC alive and growing! We can only continue to move ahead in the business of promoting corporate volunteerism in this community and beyond."

Other Joint Corporate Activities

Even without the structured mechanism of a CVC, companies nationwide, large and small, are joining together to create projects and activities that produce greater results than if only one were involved. VOLUNTEER's national survey found that 31% of respondents collaborate with other companies in planning or implementing employee volunteer activities.

Houston's Project Heart (Help Elderly Achieve Real Ties), for example, is a partnership of three corporations—Texas Eastern, Tenneco and MBank—and the local housing authority. Through a program called "Partners in Public Housing," the sponsors help elderly residents improve their self-image and morale by involving them in social, recreational and health programs administered by corporate volunteers. Each of the three corporations has "adopt-

ed" a seniors' housing development in which employee representatives meet regularly with the residents' council to plan activities and obtain feedback. Most projects emphasize group involvement, like monthly bingo and movie nights, pot luck dinners, hobby bazaars, dances and parties. Residents are involved in the planning, publicity and post-event cleanup.

The corporate partners also work together on joint projects involving residents from the three developments and employee volunteers from the three corporations.

According to Earl Phillips, executive director of the Housing Authority of the City of Houston, Project Heart has helped give the elderly residents new meaning and value to their lives. "These kinds of programs add years to many lives," he says.

The housing authority has noted increased social action, behavioral improvement of "problem" residents, improved maintenance and housekeeping, and increased participation in group projects. Residents also have taken on their own community service projects, volunteering as telephone reassurance callers, making lap robes for nursing home residents and dyeing Easter eggs for children at other public housing developments.

Partnerships with Volunteer Centers

As more and more companies involve their workers as volunteers, many of the 350+ Volunteer Centers nationwide have provided the assistance necessary to link employees with agencies and groups needing volunteers. Sixty percent of VOLUNTEER's national corporate survey respondents indicated that they collaborate with Volunteer Centers in planning and implementing employee volunteer activities and programs.

Volunteer Centers are brokering organizations that work directly with local nonprofit agencies and the community at large to provide volunteers and a variety of services. Although a primary role of a Volunteer Center is the recruitment and placement of citizens in volunteer roles, other important responsibilities include advocacy for community problem solving by volunteer involvement, training and technical assistance to agencies that involve volunteers, and public education about community needs and volunteerism.

Volunteer Centers' role in advising companies and helping to develop corporate volunteer councils has increased steadily over the last ten years. They provide information on volunteer opportunities appropriate for employee volunteers and work with companies to interview and place employees in volunteer projects. They

help CVCs identify group projects and often "staff" the CVC by providing it with administrative services.

More recently, Volunteer Centers like the Voluntary Action Center of United Community Services of Metropolitan Detroit offer service plans to corporations to assist businesses in developing ways to support employee volunteers. With the VAC's advice, Detroit businesses are able to "mix and match" the following elements to meet their volunteer needs: company policy, individual and group recruitment, placement assistance, released time and recognition programs. It allows them to build their employee involvement projects at their own pace and to tailor the projects to the number and type of employees they have.

In 1976, the Greater Milwaukee Voluntary Action Center (GMVAC) began successfully guiding area companies in structuring and improving their employee volunteer programs through its Involvement Corps. The GMVAC's director of corporate services coordinates the program, working with each participating company to select eight to ten employees for the company's own community involvement team. In consultation with the coordinator, the team selects and plans community service projects, recruits coworkers, coordinates schedules and locations and keeps the company's employees informed about the program's progress and activities. In addition, through the Involvement Corps, the GMVAC provides the companies with information on the agencies and organizations in need of volunteers and the specific talents and skills they require. Other Involvement Corps services include the research required to match employees' interests and skills with appropriate opportunities and ongoing support services, training and consultation. Service fees charged to the companies provide a regular source of income for GMVAC—about 10% of its total operating budget.

Volunteer Jacksonville, the Volunteer Center in Jacksonville, Florida, offers businesses consultation, training for employee volunteer program administrators, identification of group projects, and brokering services to match company volunteers with the nonprofit community.

One way Volunteer Jacksonville involves corporations is by assessing community agency needs each fall and soliciting corporate involvement for special short-term holiday projects to meet those needs.

"Once a company sees the benefits of employee volunteer projects, many continue such activities year-round," says Shirley Tay-

lor, Volunteer Center associate director.

Volunteer Jacksonville also assists corporations by assessing employee interest, selecting a program to match employees' needs, and implementing an employee volunteer program. Sometimes it charges a fee, depending upon the amount of staff time involved and the scope of the program.

A written list of services to companies identifies areas in which Volunteer Jacksonville can be of assistance in employee involvement activities. One such service is a community board bank that identifies and refers untapped leaders to policy-making positions on community boards of directors. The Volunteer Center also provides annual training for volunteer board members of community agencies.

Other services are provided directly to the employee volunteer at the company. For instance, employees with various skills can register for one-time volunteer jobs through Volunteer Jacksonville's skillsbank program. They can also receive individual referral and placement for long-term volunteer jobs or sign up for group projects by joining the Volunteer Center's singles' volunteer program, which recently received sponsorship from Atlantic Bank.

Another program helps pre-retiree and retired employees find challenging volunteer positions. A Container Corporation of America retiree volunteer, for example, works at the Volunteer Center, interviewing and placing people in its Probationers in Community Service and Board Bank programs.

The Voluntary Action Center of Southwestern Fairfield County in Stamford, Connecticut, has spearheaded the Corporate Follies, a collaborative effort among 14 corporations to benefit senior and handicapped citizens. This vaudeville-style talent show utilizes corporate volunteers who stage an annual production in honor of National Volunteer Week and Older Americans Month. Volunteers organize rehearsals and are responsible for the programs, costumes, music and scenery. They plan a reception for the approximately 800 guests following each of the three performances, they arrange transportation for seniors to and from the event, and they conduct mini-shows at hospitals, handicapped schools and senior residences. Seniors receive free tickets to the Corporate Follies, and corporate contributions support costs of the production.

In 1985, VOLUNTEER surveyed the 350 Volunteer Centers to find out how they work with companies that provide community organizations with employee volunteers and other noncash resources. Based on a 31% response rate, findings indicated a growing trend

of Volunteer Centers and companies working together. The chart below shows how 67% of the Volunteer Center respondents are involved with corporations:

% of Volunteer Center Respondents	How They Assist Corporations
68%	Placing individual employee volunteers with agencies
67%	Suggesting volunteer projects for involvement by groups of employees
57%	Supplying information on volunteer opportunities for company newsletters
54%	Placing retirees
50%	Recommending community agencies to businesses for volunteer placement
40%	Recruiting volunteers on company premises
36%	Recommending community agencies to businesses for in-kind donations
32%	Consulting with corporations on program design
31%	Supplying agency job descriptions to corporations
28%	Recommending community agencies to businesses for funding
28%	Assisting establishment of a board bank for corporate volunteers
28%	Training corporate staff who coordinate employee volunteer programs
28%	Coordinating corporate donations of materials, services and facilities
28%	Coordinating programs to recognize contributions of business volunteers
27%	Coordinating volunteer fairs for other agencies on company premises
20%	Training corporate staff for volunteer placement
20%	Providing staff support to corporate volunteer councils
18%	Initiating corporate volunteer councils
16%	Training corporate staff for board placement

15%	Advocating released time policies
15%	Consulting with corporate volunteer councils
7%	Assisting corporations in implementing released time programs

The following profiles show how two Volunteer Centers have proven to be an invaluable resource to area businesses interested in supporting employee volunteer and community involvement.

The Volunteer Center of Dallas County, Texas

The Dallas Volunteer Center has a strong working partnership with local companies and serves the business community by providing:

- an information bank on volunteer opportunities available to employees;
- a clearinghouse for donated materials;
- "volunteer opportunity" bulletins for internal company communications;
- group projects for employees;
- training and consultation services to community agencies with which businesses interact; and
- development of service projects and internal employee recognition programs for companies.

In conjunction with the business community, the Volunteer Center recognizes community volunteers with the "Outstanding Volunteer Award," sponsored by ARCO Oil & Gas Company and Sun Exploration & Production Company. Winners in five categories—individual, corporate, group, small business and volunteer professional—are honored at a luncheon during National Volunteer Week. LTV Aerospace, a recent winner of the corporate award, supported an employee food drive for the local food bank and an employee volunteer fair, among other activities.

In 1986, the Dallas Volunteer Center and ARCO sponsored a volunteer fair during lunchtime in the lobby of ARCO's new tower in downtown Dallas. ARCO asked other downtown businesses to encourage their employees to attend the fair, which was recognized by the state as an official Texas Sesquicentennial event. Participating community agencies in search of volunteers presented volunteer projects specifically chosen for employed persons, highlighting evening and weekend volunteer opportunities.

"Fairs are good exposure for community agencies," says Martha

Dealey, Volunteer Center associate director. "For this event, a book was produced and distributed that included the history of each agency exhibiting at the fair."

One of the Volunteer Center's most successful partnerships with the business community is the Business Volunteer Council (BVC), composed of more than 70 corporate community affairs representatives. Since it was formed in 1981, the BVC has involved more than 20,000 employee volunteers in community service activities.

The BVC meets six times a year to work on special projects or conduct training sessions on developing internal volunteer programs. Members have developed a comprehensive resource manual, "Corporate Volunteerism—Dallas Style," to assist BVC member companies with their volunteer programs.

The BVC Donated Resources Project encourages companies to donate items to be matched with the needs of area nonprofits. The companies receive a tax deduction for items no longer needed, and the organizations acquire the articles at no cost. In 1984, for example, $5,000 worth of new children's clothing, donated by the Governor's Board on Children's Wear, part of the Dallas Market Center, was distributed to numerous agencies working with underprivileged children.

The most successful project sponsored by the Dallas Volunteer Center/BVC is Holiday Harvest, described earlier in this chapter. "The Holiday Harvest booklet is an outstanding marketing tool," says Mike King, Volunteer Center director. "It is an excellent way of introducing a corporation to volunteerism. It gives them a special project they can start with—it has a beginning and an ending—and they can see the results of their voluntary work."

The Volunteer Center of Memphis

"It is traditional for corporations to give money; we're talking about getting people involved," said Katherine Hinds Smyth, Memphis Volunteer Center vice president, of the Center's Corporate Neighbor Program.

Created to help Memphis area businesses structure their employee volunteer activities, the program got its start in 1983 with support from grants by several Memphis area corporations and foundations. Today, the program has 14 Corporate Neighbors who pay an annual membership fee of $250 to $2,500, depending on the services they request, including consultation with the Volunteer Center's Corporate Neighbor manager, Susan Goldsmith, on establishing and maintaining a successful employee volunteer program

or inventorying employee skills and interests. Membership also entitles them to a quarterly newsletter and access to a computerized skillsbank for matching participating employees with the needs of over 250 community agencies.

Goldsmith also assists with selecting volunteer activities, providing speakers, setting up volunteer fairs, preparing a weekly list of volunteer activities offered by community agencies and coordinating membership in the Corporate Volunteer Council (CVC).

In addition, she attends regular meetings of Corporate Neighbor companies for their participating employees at which she helps volunteers choose group projects and individual activities and informs them of community needs. The companies' volunteer programs range in size from ten participating employees to over 450.

"There are so many benefits the companies receive in addition to the fact that they are helping their community," says Goldsmith, who recruits new CVC members by telling companies about the rewards of employee volunteering and the Corporate Neighbor Program. "For instance, employees who volunteer say they gain many new skills, that their morale is improved, and especially that they have a lot of fun, something they didn't have before their companies began supporting volunteerism."

Goldsmith works differently with each company, depending on its size and needs. "Some companies have well-organized employee involvement programs and run their programs themselves, using the Volunteer Center only as a resource," she says. "Others need a lot of help."

In addition to giving each Corporate Neighbor guidelines for establishing a new program, Goldsmith suggests that it obtain management support and appoint a steering committee at the outset. When a company joins the program, it usually starts out by surveying its employees to determine their interest in volunteering and learn how many are already active volunteers. Although the company performs the survey and analyzes the results, the Volunteer Center will provide sample survey forms if requested.

"Then we look at whether the company wants to have a team or an individual approach and at the agencies each person would like to work with," she says. "The next step is to help the company design a program based on those elements."

The Volunteer Center also helped establish the Memphis Corporate Volunteer Council (CVC), to which 12 of the 14 Corporate Neighbors belong. Although the CVC operates under the umbrella of the Volunteer Center, it has its own by-laws and holds monthly

meetings at members' companies. The Volunteer Center acts as a resource for the CVC, sending members weekly notices about community needs and suggesting project ideas.

As a result of the Center's work with individual companies through the Corporate Neighbor program, the CVC changed its meeting format. Now, besides sharing information about their various projects and programs and learning about community needs, members discuss such interests as starting a corporate program or gaining management support.

Goldsmith advises other Volunteer Centers to look into corporate programs, but not to "reinvent the wheel." She suggests that a Volunteer Center begin its corporate involvement program with three or four companies, as Memphis did, then try to increase participation.

"What has helped to make our program successful is that more and more large companies are realizing the importance of social responsibility."

Partnerships with Nonprofits and Government

Public-private partnerships in community problem solving are another growing trend in the field of corporate volunteerism. VOLUNTEER's national survey respondents indicated significant levels of collaboration with voluntary agencies, local city or county governments and public agencies.

Management assistance is a primary form of volunteering undertaken by corporations with nonprofit and governmental organizations. Management Assistance Programs (MAPs) are vehicles for corporations to provide managerial and technical volunteers to community or government-based organizations. Chicago, Minneapolis/St. Paul and Stamford, Connecticut all have formal MAP programs, though each has different kinds of sponsors.

Chicago's Corporate Management Assistance Program (CMAP) is a partnership of nonprofit community organizations and area corporations that provides technical assistance and other resources to nonprofit neighborhood organizations. Once a pilot project of Chicago United and the Community Renewal Society, it now operates under the auspices of the Community Renewal Society's Center for Community Research and Assistance. In 1985, CMAP estimated the combined value of its volunteer technical assistance and donated material resources at over $250,000.

The MAP in Minneapolis/St. Paul was founded by five corporations, the United Way of Minneapolis and the Minneapolis Founda-

tion in 1979. MAP placed 450 volunteers representing 25 companies in 1985. MAP also has a community board placement program for corporations and serves as the Twin Cities affiliate of the National Executive Service Corps, which places retirees in volunteer management consulting projects.

In Stamford, Connecticut, the Volunteer Management Assistance Program (VMAP) is sponsored by the Voluntary Action Center of Southwestern Fairfield County. VMAP channels volunteers for short-term consulting projects and long-term board member assignments.

In addition to these management assistance programs, more than 150 additional United Way MAPs operate across the country to link human service agencies with experts in the field.

Corporations provide other types of technical and volunteer assistance to nonprofit and governmental organizations. In Pittsburgh, Pennsylvania, for example, a unique program to teach nonprofit organizations how to make creative use of cash and non-cash resources is conducted jointly by the Community Technical Assistance Center (CTAC) and Mellon Bank. Called "Discover Total Resources," this project provides an intensive six-months of training and technical assistance to board and staff members of nonprofits on grassroots fundraising and ways to identify noncash resources. In weekly sessions, participants plan and execute a resource-sharing and fundraising project and plan a two-year fundraising strategy.

At a reception announcing the program, Charles H. Fletcher, senior vice president of Mellon's Community Affairs Division, said, "The objectives and approach of this innovative project are consistent with Mellon Bank's emphasis on comprehensive and grassroots resource development for nonprofit organizations."

In 1985, the TRW Foundation started a grant program to assist Cleveland area nonprofits in volunteer management. Three agencies providing services to children, the elderly and the hungry received funds to hire a volunteer administrator.

"We believe that volunteers hold a partial answer to the loss of funds nonprofit organizations have experienced over the last few years," said TRW Foundation President Thomas J. Fay. "The groups we selected have demonstrated that a manager of volunteers position will help them significantly improve their services, which will benefit the entire community."

The volunteer manager idea stemmed from a seminar the foundation hosted in 1984 for Cleveland's nonprofit community and

from foundation research, which indicated that while volunteers play an important role in the long-term life of a nonprofit organization, how well and to what extent volunteers engage themselves depends on the degree to which volunteering is a coordinated activity within the organization.

Community organizations are invited to submit proposals in three categories: (1) creative use of volunteers, demonstrating nontraditional ways of utilizing volunteers; (2) collaborative volunteering, demonstrating ways in which similar (or dissimilar) nonprofit organizations can share volunteers among organizations; and (3) volunteer recruitment, demonstrating nontraditional ways of recruiting volunteers and ways of recruiting nontraditional volunteers.

"Only time will tell if a manager of volunteers will have a significant effect on these nonprofit organizations," said Fay. "But based on their enthusiasm and their commitment to making the position an effective resource, we are convinced it will."

When Braniff International Airlines filed for bankruptcy in May 1982, the Dallas/Fort Worth area faced its greatest unemployment crisis in recent history. Over 5,000 workers were suddenly out of work in an already tight job market. The problem was exacerbated by the fact that most of the workers possessed only non-transferable airline-related skills, and many of them were demoralized after the long battle to save the airline.

At the request of the Dallas mayor to help the former Braniff employees find new employment, Frito-Lay, Inc. responded by developing an employment assistance program that included information gathering and dissemination, education and public awareness components. The company established a communications center that was staffed 24 hours a day by 34 company volunteers. The center organized job opportunities on a day-to-day basis and fielded questions from the unemployed workers. Frito-Lay sent 5,500 letters to the unemployed Braniff employees and 51,000 questionnaires to potential employers. This information was tabulated and prospective employees were paired with employers.

The company sponsored a three-day job readiness seminar with sessions on resume writing, interviewing and job counseling and three job fairs that were open to all the Dallas-Fort Worth-area unemployed. The fairs gave 8,700 individuals the opportunity to meet with representatives of over 200 companies.

Throughout the program, the president of Frito-Lay and other company volunteers taped commercials, participated in news in-

terviews and gave public presentations on the problem.

By October, with the number of applications dwindling to approximately two each day, the operation was absorbed by the community's permanent unemployment service. Frito-Lay received the President's Volunteer Action Award for this program in 1983.

Since 1983, C&P Telephone has initiated a number of economic development programs, which have involved its Community Relations Teams of employee volunteers, to aid West Virginia, the state with the highest unemployment rate in 1985. C&P hired a business development manager to run these programs, some of which involve other businesses.

In addition to forming an Economic and Community Development Council at C&P, the company also created the West Virginia Roundtable, an organization of CEOs that provides a unified forum for promoting economic growth in the state, and conducted a business expansion and retention survey in a C&P community.

C&P serves as the pilot company for West Virginia's "Partners in Education" program, in which it has adopted 15 schools throughout the state and involved CR teams and individual volunteers as instructors.

In Jackson County, West Virginia, C&P volunteers are mapping out the best possible sites for business or industry. Special reporting forms are used by service technicians on their daily rounds to note areas that might be developed.

Says Tom Terry, C&P manager of economic development, "One of the best things about this program is the communication and cooperation it establishes between government and business. In some places this is the first time the community has had this good working relationship. The program adds focus to the community and provides a way for them to work together." In 1985, C&P was honored for this project with a President's Volunteer Action Award.

City Venture Corporation, a consortium of 14 major corporations, churches and neighborhood groups and the St. Paul Food Bank, launched an innovative program to relieve hunger in the Twin Cities. Called Twelve Baskets, the program relies solely on the redistribution of perishable food.

Volunteers obtain edible, unserved or unsold perishable foods from food service organizations and immediately redistribute it to emergency meal programs. In 1985, they saved 367,000 pounds of food.

"The community proved that this program could exist by reaching to an untapped resource and successfully meeting this need,"

says Twelve Baskets Director Thomas Thomforde.

A partnership between Air Products and the City of Allentown, Pennsylvania, resulted in a special training program for city employees. In an effort to respond to local government's needs during a period of funding cutbacks, Air Products employee volunteers adapted the company's employee development training program for city employees.

Company volunteers conducted a series of seminars on telephone techniques for primary clerical and first line supervisory personnel, which resulted in subsequent seminars on time management and interpersonal skills. Nearly 500 city employees—both management and non-supervisory personnel—benefit from the training, which their government employer could not afford to provide.

Partnerships in Education

The high level of interest nationwide in educational partnerships originated in 1956 when the first organized school volunteer program began in New York City. Today, businesses and corporations form partnerships with schools, colleges and universities to help improve the quality of education and to combat illiteracy in the U.S.

More than 215 companies responding to VOLUNTEER's national survey indicated that their employees are involved in educational volunteer activities. Compared to other categories, such as health, art and culture, recreation and social welfare, education ranks first.

Also, according to a 1985 Conference Board Report, businesses ranked education as their second highest concern (after local economic development) and also placed education second in the top five areas of company involvement.

"Business-education partnerships mean a lot in contributing to positive community relations and good will for Dow," says Hunter Henry, president of Dow Chemical U.S.A. "We are helping our children and grandchildren. It will improve the quality of graduates we hire, and we'll get more return on our tax dollar."

FMC Corporation Vice President William A. McMinn adds, "Those of us in business are not in a position to tell our educators how to run our schools. But we can help to be part of the solution to improving educational quality, particularly in communities where we live and do business. Our participation in advancing the goals of our local education system is important and it's good business. More than our investment in new plants and equipment, the

key to a competitive economy in the future is the quality of our educational system today."

The educators agree. Floretta Dukes McKenzie, superintendent of schools for the District of Columbia, says, "We started with the common sense proposition that people form partnerships to reduce costs and reap mutual gains, not to subsidize one another. Project leadership and design support, rather than financial support, is the more valued and less expensive role for major employers. It is not as quick and tangible as a financial contribution, but it implies accountability for these new programs and, therefore, helps to ensure the quality and staying power of our partnership endeavors."

Corporations form partnerships with schools to provide classroom instruction/curriculum design, technical support/administrative assistance for school operations, staff development, career education/work-study programs, adopt-a-school multi-service collaborations and special projects.

Classroom Instruction

Many workplace volunteers participate as classroom instructors, guest lecturers and tutors through private initiatives as well as established national programs such as Junior Achievement's Project Business and Applied Economics and the Explorers Club.

National City Bank in Cleveland, Ohio, participates in Project Business by providing volunteer teachers and sponsoring an annual electronic data processing Explorers' group.

Says Bill Whitely, assistant vice president in the bank's metropolitan division and Project Business teacher, "I try to expose the students to all phases of the business world and to rectify the many misconceptions they have about it."

At 3M in the St. Paul area, a special tutoring program pairs company volunteers with students to address their specific needs in basic skills education. 3M volunteers receive several hours of training by school district personnel before they are matched with a student.

General Telephone Company of Indiana in Fort Wayne, Indiana, became partners in education through a unique program called "Fantastic Fridays" at Ralph J. Bunche Elementary School. This enrichment program held on Friday afternoons consists of minicourses arranged by the school and at least two seminars a month conducted by General Telephone volunteers. Intended for the fourth and fifth graders, several of the seminars have been of inter-

est to the entire student body. They cover such topics as consumer awareness, drugs, sports, handling conflicts and home gardening.

The program's theme, "Striving for Excellence," has helped students take on a new "mindset," according to Oscar Underwood, Bunche School principal, who notes that overall achievement scores have risen dramatically since Fantastic Fridays began.

Other examples abound. In Washington, D.C., Potomac Electric Power Company volunteers help students with engineering problems, and U.S. News and World Report volunteers tutor remedial readers and sponsor "Young Writers" workshops. In Utah, employees of Utah Power volunteer to teach carpentry and electrical safety to elementary students, and in Ft. Wayne, Indiana, Lincoln National volunteers developed a math enrichment program for local high school students who attend classes at the company's home office.

Technical Support/Administrative Assistance

Improving the efficiency and effectiveness of school operations is another important way that business volunteers have assisted educational institutions. In Washington, D.C., Digital Equipment Corporation designed a three-day training course in computer technology for top administrators, General Motors sent a management training expert to conduct a team-building workshop for key school personnel, and IBM Corporation loaned an executive for one year to help shape and launch the public-private partnerships for career programs.

Staff Development

From "externships" and tutoring programs for teachers to in-service workshops and seminars, American businesses are very involved in teacher education.

At Houston Lighting & Power, 35 volunteers with strong math backgrounds tutored 114 teachers in 1984 for six 2-hour evening sessions to help prepare for the math competency test required of all Houston Independent School District teachers.

Phillips Research & Development in Kansas and Oklahoma sponsors an annual science workshop for 300 primary and secondary school science and math teachers to show them how they can relate the latest changes in technology to their students.

Air Products sponsors a Computers in Business program in Allentown, Pennsylvania, providing in-service workshops and seminars for high school teachers.

In Russellville, Arkansas, Dow Chemical U.S.A. cochairs the Edu-

cators in Industry project, which includes 13 other local businesses that offer a college-credit course for teachers on the link between practical business concerns and career education in schools.

Career Education

Helping make the transition from school to a full-time career has become another area in which business involvement can create viable partnerships with schools and their students.

Security Pacific National Bank's Project STEP (Skills Training Educational Program) has helped thousands of high school and adult students by providing training for entry-level banking jobs. Its partner is the California Regional Occupational Programs.

In Oakland, California, the Clorox Corporation provided a matching grant for a youth center, along with employee support for a wide range of programs including Project J.O.Y. (Job Opportunities for Youth). This intensive, career-oriented program helps prepare 16 to 21-year-olds for the job market. Loaned personnel, such as Community Projects Manager Patricia Marino, who serves as a center director, and other volunteers tutor in basic skills, conduct job readiness workshops and help youth find and keep part-time and full-time jobs.

Some companies, such as Tenneco, provide career shadowing and mentorship programs for students in which they observe different jobs and careers by spending time with employees during the workday. Others, like Baltimore Gas & Electric, offer internships or other work-study programs to provide on-the-job training and experience.

Adopt-A-School

School adoption programs are one of the fastest growing types of business-education partnerships. Such programs usually provide a variety of activities and support to a company's adopted school: tutoring, staff and administrative development, career education, special projects, field trips and tours of company facilities. Corporate financial and in-kind contributions often supplement the work of employee volunteers in these programs.

The White House may have the most famous of all the adopt-a-school programs. In 1983, Executive Office employees adopted Washington, D.C.'s Congress Heights Elementary School (now renamed the Martin Luther King, Jr. Elementary School). Staff tutor students and invite them to numerous cultural events. Since this adoption, more than 30 other federal agencies have launched simi-

lar partnerships with D.C. schools.

The Northern Trust Bank in Chicago adopted Wells High School in 1982. In addition to traditional activities such as Junior Achievement, tutoring, career presentations and an employment program, the bank's Human Resources staff present workshops on interviewing skills. A motivational award is also presented each grading period to a freshman from each division who has improved the most in basic English.

Besides academic assistance, Great American Reserve Insurance Company in Dallas plans three seasonal "fun" programs every year, usually focused on the holiday seasons.

Special Projects

Innovative and often career-related projects are undertaken by corporations and their partners in education. Students from a wood shop at the Farragut Career Academy, along with Allstate Insurance and the Neighborhood Housing Services of Chicago, for instance, have initiated a joint effort for a building renovation project. Allstate employees provided the technical expertise, the company provided $25,000 for the renovation, and students received the hands-on experience while NHS supervised.

In the past two years, Allstate also has provided salvage materials for auto repair, lumber for shop classes and assistance with a gang-intervention program at Farragut through the Chicago Public School's Adopt-A-School Program.

Other projects include an IBM program to teach very young children (4 to 6 years old) to read and write using computers in Washington, D.C.; a computer literacy program for inner-city high school students by CIGNA in Philadelphia; and a program by Navy personnel to teach computer programming to handicapped students at Washington High School in Pensacola, Florida.

National Educational Partnerships

In 1984, the Business Council for Effective Literacy (BCEL) was established as a publicly supported foundation to foster greater corporate awareness of adult functional illiteracy and to increase business involvement and support in the literacy field. BCEL President and former McGraw-Hill Chairman Harold W. McGraw, Jr., in a message to corporate CEOs, said,

> Virtually all businesses today are adversely affected by the large numbers in their work force with weak or nonexistent basic skills that

> result in lower productivity, poor product quality, lost management and supervisory time, and restricted mobility and promotability of employees. An estimated three-fourths of the currently unemployed are functionally illiterate, seriously reducing the pool of competent persons for new hires. And as potential customers, those who can't read are hardly likely to identify product labels or print advertising.
>
> Business must give an even higher priority to this problem among their many pressing corporate social responsibilities. And, in addition to increasing their funding for the needed expansion of the efforts of the various literacy agencies in the field, they must increasingly join with them and the local, state, and federal government agencies in bringing added management, organizational, and planning skills to an integrated, overall effort. It will require that kind of joint endeavor to make any sizable inroad on a problem that has been markedly outgrowing the degree of the current effort to meet it.

BCEL works with schools, libraries and other organizations to help develop the additional resources needed to build higher levels of reading competency among children. The BCEL newsletter highlights the efforts of Literacy Volunteers of America, Laubach Literacy Action and the federal Adult Basic Education Program and their needs for corporate resources.

In Project LIVE (Learning through Industry and Volunteer Educators), business volunteers in New York City tutor seventh and eighth grade students who are not reading at their grade level. Managed by the Children's Aid Society in New York City, Project LIVE recruits volunteers from companies such as AT&T, New York Telephone, Avon, Exxon Corporation, Morgan Guaranty Trust and Reader's Digest. Some companies provide released time for the volunteers, while some students are brought to company locations for tutoring.

Profile

THE SHELL OIL COMPANY/ EXXON COMPANY, U.S.A. PARTNERSHIP:

'Volunteer Houston'

A unique collaboration in 1984 between Shell and Exxon, two Houston-based, rival oil companies, produced a highly successful community service program called Volunteer Houston. Designed to recruit area residents as well as corporate employees as volunteers, the partnership relied on the involvement of three key players—the Volunteer Center of the Gulf Coast (Houston), the Mayor's office and the Houston Corporate Volunteer Council. The result was a 100 percent increase in the number of volunteer referrals made by the Houston Volunteer Center and much-welcomed attention to special groups with particular needs for volunteers.

Background

In response to President Reagan's call for private sector involvement in community problem-solving, John Bookout and Randall Meyer, presidents of Shell Oil Company and Exxon Company, U.S.A., respectively, decided that by joining forces, they could make Houston an even better place to live and work.

Both companies already had exemplary volunteer programs for their own employees. But by working together, they knew they could heighten the awareness of city residents to the volunteer needs of agencies. With a commitment of staff time and $200,000, the two companies officially launched Volunteer Houston in August 1984 at the annual meeting luncheon of the Houston Volunteer Center.

Mayor Kathryn Whitmire, Exxon President Randall Meyer and Shell Executive Vice President James Henderson jointly announced the program to 300 Houston-area business, civic and social service leaders.

"Promoting volunteerism is good business," Henderson told the crowd. "Volunteerism plays a vital role in the overall effort to help make Houston an even more desirable place in which to live and work. The perception of Houston as an attractive community, a caring community, helps my company recruit and retain the kind of employees we must have. It helps all companies. And, of course, that in turn helps the community itself."

The first project of its kind in the country, Volunteer Houston consisted of an advertising/public relations campaign, special projects, business outreach, a speakers' bureau and a volunteer awards program.

Advertising and Public Relations Campaign

The national advertising firm of Ogilvy & Mather volunteered to design the campaign. Featuring the theme, "Volunteering Feels Good," the Volunteer Houston message appeared in paid advertisements and public service announcements (PSAs) on television, newspaper ads and direct mail announcements and on bumper stickers. The campaign received a great deal of recognition by its attention-grabbing opening line, "For a good time . . . call 965-0031" (the Volunteer Center's telephone number).

More than a million and a half viewers saw the paid television ads on six local channels. The ads featured real volunteers, who explained why they got involved. Several celebrities also talked about their volunteer work—Houston Oilers' quarterback Warren Moon, *Houston Chronicle* columnist Leon Hale and Mayor Kathryn Whitmire.

A series of full-page advertisements appeared in both of Houston's major newspapers, and more than 250,000 local credit card customers of the two companies received brochures promoting the Volunteer Center in their monthly statements.

By the end of 1984, the number of Volunteer Center referrals of potential volunteers seeking placement had increased by 3,000, and the public service announcements continue to generate new calls from potential volunteers.

Walter Black, Houston Volunteer Center recruitment director, sees a snowballing effect from Volunteer Houston that has continued in the year following the campaign.

"In addition to increasing the readership of our newspaper recruitment column," he says, "Volunteer Houston has contributed in many immeasurable ways to our overall recruitment efforts. We're on par with previous year referral numbers and may even set new records."

Special Projects

The special projects component of Volunteer Houston focused on how Shell and Exxon employees and retirees could work together to help specific needy groups in Houston.

The first project took place in October 1984 when employees participated in a paint-a-thon coordinated by Sheltering Arms, an agency that helps Houston's elderly maintain independent lifestyles. Sheltering Arms identified five clients' homes that badly needed paint and repairs. With Exxon and Shell providing the materials, over 120 employee volunteers completed the project in one day.

Four TV stations carried the story on their evening newscasts, and the print news media provided extensive coverage of the volunteers' work. As a result, Sheltering Arms received 35 calls from individuals, groups and businesses wanting to volunteer and donate paint and other materials for future projects.

"The community awareness created by this project showed how groups and businesses can join together to help the less fortunate," says Crawford Bunkley, Exxon public affairs representative, "and that was as important as the project itself."

The second special project involved Shell and Exxon retirees in the American Cancer Society's Road to Recovery program in which volunteers drive cancer patients to and from local hospitals for their outpatient treatments. Because of the need for volunteers during the day, retirees played a vital role in this project.

Exxon annuitant Paul Perkins has been a volunteer driver since he retired in 1969. "I get a great deal of satisfaction from being of service to people who need help," he says, "particularly when I see them getting treatment and recovering."

Perkins spoke about Exxon's volunteer opportunities and especially about the Road to Recovery program to representatives of 12 Houston area annuitant clubs. His presentation inspired 20 retirees and their spouses to sign up for the project.

Another Volunteer Houston project involved over 200 Shell and Exxon volunteers in a clean-up at Tarry Hall, a community residential facility for mentally ill adults. The savings in renovation fees

they produced amounted to approximately $20,000.

While the special projects component of Volunteer Houston was intended to meet community needs directly, a valuable spinoff has been the heightening of community awareness, especially among Houston corporations, of the importance of volunteer involvement.

"Through these various efforts," says Exxon President Randall Meyer, "it is our goal to encourage others to become involved in volunteerism and to assist in spreading the word to their friends, neighbors and families about the good that volunteering does."

Exxon and Shell plan to continue special joint projects and to have on-going involvement with these agencies and organizations through their respective employee involvement programs.

Business Outreach

Seminars and workshops to help companies develop or expand volunteer programs were the focus of Volunteer Houston's business outreach effort. These educational programs came about through the efforts of Shell and Exxon, who began by promoting company volunteer programs at a cocktail reception. The occasion was in honor of the local Corporate Volunteer Council (CVC), a coalition of Houston companies promoting employee volunteer programs. The 50 corporate presidents and CEOs in attendance were invited to appoint representatives to attend a seminar that would address the formation of such programs.

Held one month after the reception, the seminar was sponsored by Shell and Exxon in conjunction with the CVC. Thirty-eight representatives from 30 companies participated.

The next phase consisted of a series of three "how-to" workshops conducted over a two-year period on such topics as developing and managing employee volunteer programs, effective communications (writing and graphic design), and volunteer recruitment and recognition. Approximately 80 corporate representatives participated in these workshops.

The business outreach efforts resulted in ten new members joining the Corporate Volunteer Council and more than 20 companies developing new employee volunteer programs and activities.

Speakers Bureau

The Volunteer Houston Speakers Bureau was set up to recruit community groups for public service projects. The Volunteer Center now uses the Speakers Bureau as a permanent way to recruit

groups of volunteers.

With assistance from the two companies, the Volunteer Center developed materials to promote the speakers' program. In June 1985, eleven volunteers received training and by July, the Speakers Bureau was up and running. The volunteer speakers made presentations to a wide variety of groups including a singles club at the Memorial Drive Presbyterian Church, retirees at a Texas Commerce Bank luncheon, classes at Houston Baptist University, and patients with eating disorders at the Spring Shadows Glen Psychiatric Hospital.

Because the Speakers Bureau receives a significant number of requests for daytime presentations, the Volunteer Center is expanding the use of retiree volunteers.

The Mayor's Awards for Outstanding Volunteer Service

In collaboration with Volunteer Houston's sponsors, the Mayor's office established an annual awards program for outstanding volunteer service. The awards recognize outstanding volunteers for their efforts in the fields of health, education, recreation, civic endeavors, human services and cultural arts.

"The awards are for grassroots volunteers, the people who see a problem and then take action to solve it," says Billie Saiet, Shell Oil community affairs representative.

At the first ceremony in February 1985, Mayor Kathryn Whitmire presented the awards to 14 volunteers at an evening banquet. Winners included a man who organized a neighborhood crime watch program that resulted in his involvement in starting up 15 similar programs throughout the city, a high school student who formed the Stop Nuclear Weapons Club and an elderly woman who began a gift shop at a home for the aged.

Meeting the Challenges

Volunteer Houston's accomplishments are as numerous as the obstacles it overcame to be effective. According to Saiet, the complexity of planning and coordinating this multi-faceted, cosponsored campaign presented the biggest challenge to the project.

"It was a matter of different kinds of people and organizations getting together to work on the different parts of Volunteer Houston," she says. "The nature and personalities of the organizations and people all mixed together, though, for some great results."

The staffs of two competing companies, along with other part-

ners, had to work together harmoniously and effectively. Says Saiet, "It was as though Crawford Bunkley and I were working for 'Volunteer Houston' and not two rival companies."

Another major challenge was the design of a campaign catchy enough to attract the attention of the public and important enough to gain the interest and participation of the business sector.

Carrie Moseley Moffitt, Houston Volunteer Center executive director, believes that the campaign achieved something beyond the goal of good planning and cooperation to get results.

"Volunteer Houston was a statement to the community that motivated new energy and creative thinking," she says. "Our city's problems, be they large or small, are no longer swept under the rug for lack of interest, resources or solutions."

Moffitt notes that while the results were noteworthy, "the awakening of the giant called 'community conscience' is even greater."

Shell and Exxon's History of Volunteer Involvement

An important factor contributing to Volunteer Houston's success is that Shell and Exxon have many years of combined experience with workplace involvement in Houston. Exxon launched its Volunteer Involvement Program (VIP) in 1974, and the Shell Employees and Retirees Volunteerism Effort (SERVE) began in 1975.

Both VIP and SERVE are clearinghouse programs that match employees and retirees with agencies needing volunteers and sponsor group volunteer projects.

Since SERVE's inception, nearly 10,000 referrals have been made and 500,000 hours have been contributed to 163 agencies in the greater Houston area. In 1985, the SERVE program grew to over 700 volunteers contributing 100,000 hours to community agencies. Also, some 600 volunteers participated in 19 special projects such as fundraisers and Special Olympics activities.

VIP includes an active corps of almost 900 volunteers in the greater Houston area. In 1985, VIP referred over 300 employees and retirees to 750 positions of long-term volunteer service, and over 800 volunteers participated in 25 special projects. In total, VIP volunteers contributed nearly 100,000 hours of community service in 1985.

Exxon and Shell both utilize the Houston Volunteer Center's computerized referral service, and their programs are managed primarily by a company coordinator.

At Exxon, the *VIP Newsletter* is the main volunteer recruiting

tool. The company sends it to all participating employees and retirees. VIP-Comm, an 18-member coordinating committee, provides recruitment support and coordination. Committee members are representatives of all Houston-area Exxon USA and Exxon Corporation affiliates and plants plus a retiree. Interested volunteers can contact the VIP office or their VIP-Comm representative for information. In 1985, VIP introduced a computerized system for monitoring the program and quantifying data.

At Shell, the SERVE coordinator recruits volunteers through a bimonthly flyer distributed desk-to-desk to Houston area employees. In 1985, SERVE launched a special recruiting program to reach retiree volunteers. An all-volunteer executive committee coordinates this effort.

Recognition is a major component of both companies' programs. Volunteers are recognized in company publications—Exxon's *Focus* and Shell's *SERVE News*—and at special recognition events.

The SERVE Community Fund and Exxon Volunteer Involvement Fund provide grants of up to $1,000 to assist agencies where employees volunteer. Exxon's fund was started in 1975, contributing more than $2 million nationwide over the past 15 years. In 1985, Houston area agencies received $116,998 in donations to Houston area agencies. Since 1979, Shell's fund has awarded $250,000 to Houston agencies, contributing $31,000 in 1985.

Shell and Exxon also assist nonprofits by offering them in-kind services, such as printing and mailing and use of company facilities, and donating furniture and equipment.

Both companies agree that Volunteer Houston was a significant project that helped expand their long-time philosophies of corporate community involvement and employee volunteering.

Profile

CIGNA AND THE HARTFORD VOLUNTARY ACTION CENTER:

A Mutually Beneficial 'Inside' Arrangement

In Hartford, Connecticut, the Voluntary Action Center (VAC) for the Capitol Region provides a wide range services to corporations—from full-time operation of a company's volunteer program to contracting for specific services to general assistance. In what is recognized as a mutually beneficial arrangement by both parties, the Hartford VAC has provided extensive services to CIGNA in the past three years to help it establish a corporate volunteer program. The depth and range of these services and CIGNA's hiring of a full-time VAC staff person has enabled the VAC to have ongoing involvement with the way the program is developed and maintained "from the inside."

The relationship between CIGNA and the VAC began in 1983 when James Mason, CIGNA director of community relations in Connecticut, "hired" the VAC to maintain its employee volunteer program. A part-time paraprofessional from the VAC's staff provided assistance in recruitment and referral and, in exchange, CIGNA contributed $28,000 to the VAC.

During this time, CIGNA was undergoing major changes in its employee population due to a 1982 merger between INA and Connecticut General. While the VAC's part-time assistance helped sustain the volunteer program, the company recognized that a professional, full-time staff person could help expand the program and the participation level of employees. In 1985, VAC hired a full-time account executive, Evelyn Herrmann-Keeling, to administer CIG-

NA's volunteer program. Although she is a VAC employee, she works in CIGNA's offices.

Herrmann-Keeling's major responsibilities have been to develop an internal skills and board bank system and volunteer registration campaign for CIGNA employees. CIGNA's skillsbank system fits into the VAC's overall skillsbank, which was initially funded by the Hartford Foundation for Public Giving.

More than 200 skillsbank information packages have been sent to CIGNA employees as a result of Herrmann-Keeling's work to launch a full-scale registration campaign. The campaign included a two-stage process drawing on the support of two levels of CIGNA's top management in its Hartford location, an article in the company newsletter and a closed circuit TV show about the skillsbank.

The skillsbank recruitment campaign in the fall of 1985 followed the initiation of a general attention-grabbing activity earlier in the year. Using Hershey kisses, Herrmann-Keeling established a trademark for recognizing active employee volunteers. During National Volunteer Week, hundreds of kisses were given to CIGNA employees. Since then, the "CIGNA volunteers get kissed" theme has resulted in the distribution of 4,000 kisses.

"The recruitment and recognition methods that were developed and approved would have been very difficult to get implemented if I hadn't developed a good sense of the company's culture," Herrmann-Keeling said. "Working here on a day-to-day basis made that happen more quickly and effectively."

Deborah Walsh, VAC executive director, agrees that there is an advantage to working on the inside, although she also cites potential pitfalls with the account executive model.

"A key to the success of our arrangement is an account executive who must be a strong employee of the VAC and a self-starter," she says. However, because the account executive essentially has two supervisors—Walsh at the VAC and Mason at CIGNA—the person must know the policies of both organizations.

"It's a difficult position," says Walsh, "because Evie works at CIGNA full-time but is still an employee of VAC."

As the extent and depth of services to CIGNA have grown, so has the company's contribution to the VAC. In both 1984 and 1985, the VAC received a $34,000 grant from CIGNA. Both parties talk positively about the value of what each is getting from the relationship.

"We're getting a heck of a deal for the services we receive," Mason says of the VAC. "We not only have Evie, but we also get the subjective attention of the agency director, some secretarial sup-

port, a computer data entry person, and of course, the computer system itself—all at a price far lower than we could duplicate in our own shop."

Deborah Walsh also sees a variety of benefits for the VAC from the full-service contract arrangement. She notes that since CIGNA makes the grant at the beginning of the year, the VAC can earn some interest on the monies received. Program benefits include the ability to access volunteers more quickly by having a large pool of available candidates, the public relations value of handling a major corporation's volunteer program and the learning experience of working through internal "corporate culture."

The Corporate Liaison

To expand its work with other Hartford corporations and to further tap the potential pool of workplace volunteers, in 1984 the VAC applied to United Way for a special allocation to fund a full-time corporate liaison position. In 1985, the request was approved and the VAC hired a full-time staff person to serve as a link to some 22 corporations in the Hartford area.

In addition to researching special issues, such as released time and retiree programs for companies, the liaison also staffs the developing corporate volunteer council.

While the VAC provides many services free of charge, such as conducting board development sessions for employee volunteers or providing lists of volunteer opportunities, it negotiates some fee-for-service contracts with corporations. For example, the VAC provides interviewing, referral, follow-up and record-keeping services to Pratt and Whitney for an annual fee of $2,000. Employees who want to volunteer are interviewed and entered into the skillsbank or board bank. The company is informed of the numbers of volunteers referred and placed and the number of hours volunteered.

Because such information requires a lot of staff time, the fee for service contract enables the VAC to cover some overhead expenses.

"The fee for service issue is one best determined by the VAC's board of directors," says Walsh. "You need to have basic services separated from special services."

The VAC of the Capitol Region derives 70 percent of its funding from United Way with 20 percent paying for the corporate liaison position. The CIGNA contribution accounts for 20 percent of the total budget and smaller fee-for-service contracts account for less

than 1 percent.

Working with Agencies on Workplace Volunteering

As the VAC expanded its programs in the corporate sector, its work with local nonprofit agencies also has increased. During the past five years, a priority area for Walsh has been to assist agencies in developing volunteer programs to accommodate employed volunteers.

Walsh reports that a major focus of this work has been to help agencies develop flexible assignments for evenings and weekends.

"We stress in the skillsbank brochure that all kinds of skills from every career and professional field can be used by an agency at some time," Walsh says. "We try to help identify those kinds of needs for the skillsbank."

Another way in which the VAC has assisted both agencies and corporations has been through its annual booklet, "Volunteer and Contribution Policies of Selected Hartford Businesses." This helpful guide includes information on volunteer and contribution policies, in-kind services and loaned personnel programs for over 20 corporations in Hartford. Contact persons are listed as well as information on the number and types of grants given the previous year.

The booklet is helpful to agencies seeking funding and noncash resources, and corporations also benefit from knowing about the ready resource of companies with volunteer programs and other means of meeting community needs. The booklet was printed as an in-kind contribution by The Travelers Companies and is distributed to all of the agencies served by the VAC and to participating corporations free of charge. Its coordination has become a part of the VAC corporate liaison's ongoing responsibilities.

"Corporate volunteering is taking a strong direction in our part of the country," says Walsh, "and it's essential that agencies and the community make themselves available to employed volunteers."

"The key for Volunteer Centers is to get the private and nonprofit sectors working together. There are many ways to do that. You just have to find one that works for you."

Chapter 5

VOLUNTEERING: ORGANIZED LABOR'S BEST KEPT SECRET

By Shirley Keller

"Unions are, first and foremost, organizations seeking to improve the lives of those they represent by improving their conditions of work and by insuring respect for their dignity as workers." —*AFL-CIO Committee on the Evolution of Work, February 1985*

For much of our nation's history, the public view of the American labor movement has been largely influenced by the highly visible responses of workers to economic issues—collective bargaining battles, strikes, lock-outs, run-away industries, confrontations with employers. What is relatively unknown is the human and social needs side of organized labor—its representation of members as well as non-unionized workers, the elderly, the poor, women, young people and a large segment of the middle class. Unions *always* have been more than groups of workers who demand more money, benefits and time off the job.

Samuel Gompers, founder of the American Federation of Labor and remembered for his focus on economic gains, recognized that unions had to have a sense of community service. When asked, "What does labor want?" his famous response is often erroneously reported as "More." Gompers actually said, "We want more schoolhouses and less jails; more books and less arsenals; more learning and less vice; more constant work and less crime; more leisure and less greed; more justice and less revenge . . . . "

This statement takes on new meaning in 1985, as unions steadily decline in membership—they now represent only 18.8% of the

total workforce—and as they suffer from a largely negative public image that is shaped by

- the electronic media's stereotype of a poorly educated "hard hat" who is insensitive to issues and people outside of himself;
- Gallup Poll results (1983) that rank labor union leaders next to last—just above "used-car salesmen" in the "least respected type of worker" category; and
- survey results indicating that over half of the country's non-unionized workers believe that unions force members to go along with decisions they don't like, that they fight change and stifle individual initiative.

The *facts* about unionized workers in 1985, however, present a different picture of the typical union member, who is a concerned citizen that gets involved in his or her community. In addition, both critics and supporters can point to an array of labor-backed legislation that has furthered higher education, civil rights, child nutrition, environmental quality, public housing and veterans' benefits. They can also document union involvement in these issues.

Today's Union Worker

- 84% of union members (compared with 72% of the general public) have high school diplomas and 21% (16% general public) have college degrees.
- 41% of union members are white collar workers; 33% are blue collar workers.
- 65% of union members earn "middle class" wages—between $20,000-$50,000—as compared to 53% of the general public.
- 58% of union members see their work as "a career, not just a job" (compared with 34% of the general population).

(Information taken from the AFL-CIO Committee on the Evolution of Work report, *The Changing Situation of Workers and Their Unions*)

Since colonial times, unions have been in the forefront of efforts to obtain free universal education. In the latter part of the 19th century, many provided English classes for immigrant workers and helped them prepare for American citizenship.

In 1927, the Amalgamated Clothing Workers spearheaded the fight for low-rent housing with construction of extensive cooperative apartment houses in New York City. Today, union members contribute one-third of all blood collected by the American Red

Cross and one out of four Boy Scout leaders is a union member.

Just after the American Federation of Labor and the Congress of Industrial Organizations merged in 1955, its Executive Council approved ten principles that govern the AFL-CIO Community Services Program. In part, they state:

> The union member is first and foremost a citizen of the community.
>
> The union member has a responsibility to the community, must cooperate with fellow-citizens in making the community a good place in which to live, to work, to raise children and retire. The union member must be concerned about availability of adequate human services for the whole community.
>
> It is the responsibility of organized labor to cooperate with other community groups to improve the quantity and quality of human services, educating union members about available health and human services and how to use them.
>
> Assistance in whatever form, should be given on the basis of need, regardless of the cause of the need and without regard to race, color, age, sex, or national origin.

These principles are reinforced by active partnerships with the United Way of America, local United Ways and the American Red Cross and its local chapters. In 1986, these organizations employed 256 community services liaisons in 183 cities across the country. These paid, full-time union staff members focus exclusively on organized labor's services to members outside collective bargaining contracts and to their larger communities. In 1985, they reported handling over 260,000 requests for help with problems ranging from alcohol and drug abuse to workers' compensation.

"The Community Services program conclusively demonstrates labor's conviction that unions are more than organizations of working men and women joined together to promote economic aims," says Virgil Heckathorn, chairman of Kansas City's Central Labor Council Community Services Committee. "It is an expression of labor's desire to help form a unified democratic society in which labor will be a full participating partner, accepting its responsibilities as well as its prerogatives.

"Through Community Services, unions seek to organize the resources of the community to meet the health, welfare and recreation needs of all citizens."

In addition to this network of paid community services staff, a substantial number of labor organizations has a community serv-

ices committee, composed of union volunteers, which spearheads involvement of other union members as volunteers.

In 1978, VOLUNTEER's predecessor organization, the National Center for Voluntary Action, conducted a survey of 1,100 national, state and local labor organizations—the only national survey to date of volunteer involvement by union members. The 110 responses indicated involvement in a broad range of volunteer-support activities, such as

- encouraging members to serve as "union representatives" on boards of voluntary organizations;
- allowing community agencies to recruit members at union meetings or union-sponsored gatherings;
- sponsoring community service projects involving union members as volunteers;
- matching members with community agencies needing volunteers;
- publicizing volunteer opportunities through written materials, announcements, etc.;
- recognizing outstanding volunteer efforts of union members through awards programs, in-house publications, etc.;
- giving grants and contributions through members to community groups in which they volunteer;
- reimbursing members for time off the job, a form of released time, enabling them to volunteer.

Annual reports on the activities of Community Service Labor Agencies (CSLAs) indicate involvement by union members in common areas such as services to the unemployed, underemployed and displaced workers, information and referral through union counseling programs, disaster relief and fundraising activities. They also report a variety of responses to specific community needs and priorities, such as construction of shelters for the homeless, child identification programs, hypertension control seminars, legal aid and representation in social security disability cases, cultural arts and education programs, involvement of retirees as foster grandparents and letter carrier food drives.

The 1985 AFL-CIO Executive Council Report to its National Convention re-emphasized full involvement by members in community services activities: "It is clear . . . that resources can contribute to such community efforts—especially those aimed at meeting basic needs . . . . Therefore, we urge each local central body to call upon affiliates for volunteers in such endeavors. These can come from

(among) retired, disabled, and unemployed union members, in addition to those who are working."

Despite the support of all levels of union leadership for community services activities and active involvement of millions of members, this aspect of organized labor's work remains, in the words of one community services liaison, "organized labor's best kept secret," both inside and outside the trade union movement.

Lane Kirkland, AFL-CIO president, agrees. "Not that much attention is paid to things we do, day in and day out, to help build and improve the communities in which our people live . . . or to strengthen the country at large," he says.

Frank Emig, director of the AFL-CIO Department of Community Services, offers two reasons for the lack of attention.

"We don't do a very good job of letting the general public know, of letting ourselves know, about our community services work," he says. "One very good reason is that the people who are deeply involved are so motivated that they're really not interested in publicity. They're interested in getting the job done. Community services was never meant to be a public relations tool . . . it's a service program, *not* a PR program.

"The other good reason is that a large portion of the news media is just not interested in publicizing labor's good work. They sell more newspapers, radio and TV time by publicizing activities on the picket line."

A major cause of this lack of public attention, however, is a lack of sound data. Up to 1984, there was no ongoing documentation of the nature and scope of union member volunteering. One reason lies in the union member's dual status as a company employee/union member. This often causes their volunteer involvement to be counted as part of what the company encourages, rather than what their union does.

When asked how union members are involved in the company's volunteer program, 19% of the 294 companies responding to VOLUNTEER's 1985 survey of corporations reported that union members participate as a part of the company's ongoing volunteer activities and programs. Only 8% reported that union members have their own volunteer projects and activities. Despite the fact that some United Ways have begun to recognize organized labor's contributions to fundraising campaigns, lack of such recognition remains an issue for a majority of local labor community service programs.

Within organized labor itself, community services activities also

seem to suffer from a lack of ongoing positive exposure. In 1985, AFL-CIO's weekly newspaper—its main communications vehicle with labor affiliates—did not run an average of even one article on community services activities per issue. Labor community services staff also point out that nonprofit agencies and organizations usually do not reflect union affiliation on volunteer reporting forms. They contend that if such changes were made consistently, more union member volunteers would surface, increasing data to provide separate recognition.

These recordkeeping difficulties are made worse by a corresponding lack of uniform and ongoing recordkeeping on the part of labor affiliates.

Some progress, however, has been made locally and nationally in documenting activities of paid community services liaisons with information and referral services, union counseling and activities of community service labor agencies. In addition, within the past year, national community services leadership has placed a higher priority on collecting and sharing such information throughout organized labor's networks.

The Benefits of Union Volunteering

The trade union movement . . . is founded on the principle of volunteers who serve their members in a sense of common purpose in building better lives for themselves, their children and their fellow citizens.—*Thomas R. Donahue, AFL-CIO Secretary-Treasurer, November 1983*

Although there have been few studies on the benefits of community services for union members and labor affiliates, union leaders and members at all levels recognize active involvement as a benefit to the community:

- "No one lives in a vacuum. Union members are part of the community they live in and have the right and responsibility to participate in the service programs in their areas."—*Herb Mabry, President, Georgia State AFL-CIO, 1985*
- "As we have become more established in the workplace, we have moved into positions of responsibility. Now we must accept that responsibility. We (in labor) are first and foremost citizens of the community and must work to meet the needs of the community."—*Dora (Mitzi) Rodriguez, AFL-CIO Community Services Liaison, American Red Cross, Southern California Division, 1984*
- "The real advantages of our involvement are the services and benefits that the members get by strengthening the institutions and

the community." —*Frank Emig, Director, AFL-CIO Department of Community Services, January, 1986*

- "Unions need to provide additional opportunities for members to participate in union affairs in ways quite different from traditional attendance at meetings. A broad range of activities to attract membership participation, improved community services and community-related activities . . . are all ways of involving more members in the affairs of their local unions."—*Recommendation from the AFL-CIO Committee on the Evolution of Work, February 1985*
- "Through its community services program, the AFL-CIO seeks to serve the whole man. Community services embodies the commitment of organized labor to a better personal life for all . . . today's union serves its members around the clock, on the job, in the neighborhood. And in doing this, it serves the entire community."—*AFL-CIO Department of Community Services brochure, September 1982*

These individual perspectives are supported by results from NCVA's 1978 survey. In descending order of importance, labor affiliate respondents identified the following benefits of volunteer involvement:

- Greater community awareness of the union as a responsible "citizen"
- Increased cooperation between organized labor and the community
- Improved access to community services; upgrading of a community's quality of life
- Improved morale of union members
- Improved effectiveness of local voluntary organizations
- Development of new skills by union members

The Benefits of Labor/Management Cooperation

Organized labor's encouragement of volunteer activities provides opportunities for labor/management cooperation and collaboration. Responses to VOLUNTEER's 1985 corporate survey indicated that union members are involved in some aspect of the company's encouragement and support of volunteering. Over 35% of the survey companies reported that union members participated in one or more of the following corporate volunteer program functions: planning and design, administration or direct participation in the various volunteer activities.

An additional 13% indicated that union members are partners

with company management on "joint" projects involving volunteers. For example, blood banking, once sponsored by either labor or management, is now a joint project in many workplaces. And for the past several years, labor and management have joined forces to combat such worker problems as alcoholism and drug abuse. Not only are these programs coordinated nationally through groups such as the National Council on Alcoholism, many, such as the United Labor Agency's program in Essex and West Hudson, N.J., are initiated by a labor affiliate collaborating with state and county governments, individual companies, local colleges, the United Way and other local unions.

Since 1983, when General Motors and the United Auto Workers launched a joint Care and Share program, food collection drives have become another area for cooperation. In the Flint, Michigan area, by October 1985, the combined GM/UAW forces had collected over two million cans of food and health items benefiting more than 47,000 families.

In a three-way partnership with management and the nonprofit sector, organized labor founded Carrier Alert, a cooperative effort of the National Association of Letter Carriers (NALC) and the United States Postal Service (USPS). The program, which grew out of local NALC projects in many parts of the country and was launched nationally in 1982, has been credited with saving lives on a number of occasions. Letter carriers "monitor" their elderly, handicapped and homebound patrons by noting anything unusual that may signify illness or an accident in the course of their daily rounds. Warning signals could be an accumulation of uncollected mail, lights burning in midday, pets crying or daily newspapers stacking up.

Patrons are "registered" through a local social service agency such as the Red Cross, Council on Aging or information and referral hot-line. A sticker is placed inside the patron's mailbox to notify carriers to be on the alert. When evidence points to a possible problem, the carrier contacts his/her supervisor who notifies the appropriate social service agency. The agency checks on the patron and contacts the family, police or emergency services if something's wrong.

While no formal records are kept on the number of local union and patron participants, NALC officials estimate that the program is probably operating at some level in 100 cities across the country. The three-way partnership between the Postal Service, the NALC and a local community agency is one of the keys that makes the program work. The participating carriers know that they have the

backing of their union and the Postal Service.

The partnership has worked so well, in fact, that the NALC and the Postal Service launched a national program in the fall of 1985 to aid in the search for missing children. NALC publishes photographs of these children in its monthly magazine and the USPS runs them in its regular bulletin. Carriers are asked to be on the lookout for the children on their routes. The Carrier Alert Program won the 1985 President's Volunteer Action Award for union involvement.

Job training is another area that has benefited from union/management collaboration. In Richmond, Indiana, for example, Project COPE (Commanding Opportunities for Permanent Employment) retrained workers who lost their jobs to a plant closing. It then helped them market their new skills to prospective employers. The project was initiated by the local labor/management council, coordinated through the local United Way and funded through a special Department of Labor grant.

In recent years, the United Way "labor loaned executive" also has gained in popularity as a means of union-management collaboration. Though not a formal part of the collective bargaining agreement, this arrangement allows union members to be loaned to United Way campaigns while maintaining full salary and job security with their employer. Generally, the company continues to pay the salary while the worker is on loan. In some instances, however, either the member's union reimburses the "lost" time or the loan is made on the member's own time.

Structures That Support Involvement

Throughout its history, organized labor has had formal mechanisms in place to encourage members to become volunteers. Its partnerships with the United Way, American Red Cross and Boy Scouts of America span most of this century. Its union counseling programs and the first community service labor agency were formed after World War II.

When the AFL-CIO authorized the establishment of a Department of Community Services in 1955, both the United Auto Workers (UAW) and the United Brotherhood of Teamsters also encouraged their workers to become involved in community services. In addition, State Labor Councils, Central Labor Councils (coalitions of unions at the local level) and Community Services Committees in each AFL-CIO affiliate and in the local union help focus members' attention on a variety of community services.

In 1971, the AFL-CIO added another arm to its community services structure by establishing Community Service Labor Agencies (CSLAs). In a 1971 statement, the AFL-CIO Executive Council declared, "The AFL-CIO believes that central labor bodies (councils) in a selected number of communities should be assisted in developing labor community services agencies to perform, extend and expand their community services functions."

In 1986, 26 CSLAs are operating as nonprofit corporations receiving funds from government grants and contracts, local United Ways, program fees and private contracts, union allocations and general contributions. Although relatively autonomous in operation, programs of the CSLAs are influenced by local Central Labor Councils. Their board of trustees include representatives of non-affiliated unions as well as non-union community leaders, in addition to AFL-CIO-affiliated union representation.

The CSLA sponsors programs to reinforce the self-help aspect of the trade-union movement—helping members with alcohol and drug abuse problems, obtaining needed services during strikes and layoffs, and providing information on services such as day care, debt counseling and health care. In addition, community service activities also include members' active participation as volunteers in the community at large.

Union Counseling

Union counseling is the most common form of local union volunteering. It is considered the backbone of organized labor's community service involvement.

When the program originally began in the early 1940s, its focus was to help workers meet their human service needs. Today, that focus has broadened to help union members' families and others in the community.

Drawing on organized labor's self-help tradition, the key to the union counselor program is the individual union member who is trained as an information and referral resource on community services for fellow workers. To the AFL-CIO Department of Community Services, a union counselor "is not a social worker; but a human bridge between a member's problem ... and the best source of community help." The New York City AFL-CIO Central Labor Rehabilitation Council describes the union counselor as

> an "amateur" in the best and highest sense of the word, who loves the work, does it for love and is a non-professional. In this voluntary

> work, the tack is to bring skills of professionals to the aid of union members. The union counselor does not give advice on problems affecting members or their families. But by attending classes and seminars for union counselors, knows where to get the advice . . . .

Union counselors cannot be characterized by age, sex, race or religion. Although backgrounds vary, commitment to union counseling and the desire "to get active, is the thing that ties them together," says one veteran counselor. Neither the national Community Services Department nor local labor affiliates place restrictions on who may become union counselors.

A national "Union Counseling" pamphlet suggests that Community Services Committees of central labor bodies try to recruit counselors from all workers' departments and shifts. It urges involvement of those who maintain an interest after training is completed and will have time for training and referral work. Other duties outlined in the union counselor's job description include

- developing a local community services committee (if one is not established);
- taking a leadership role in providing strike and disaster assistance;
- acting as community services labor liaison with company management;
- acting as liaison between organized labor and the community power structure; and
- assisting the United Way campaign.

The job description also encourages counselors to serve as labor representatives on community agency boards and committees.

Most union counselors are picked by their locals, based on an individual member's interest or as a way for the local's president to recognize a member who is not or cannot be involved elsewhere in the local's leadership structure. Other local unions that decide to participate in the union counselor program vote on the number of counselors they will support and make a selection. Regardless of how a counselor is chosen, most local unions subsidize Central Labor Council training course tuitions.

Union counselors can take both basic and advanced training courses. The basic course typically takes 16 to 24 hours over an eight to 12-week period. It gives counselors information about a wide variety of community health and welfare services and facilities. From both union and nonprofit representatives, counselors also learn about relationships to other labor community service

structures and to the local American Red Cross, Boy Scouts of America chapter and United Way. In addition, they discuss problem cases and explore the best ways to make effective referrals.

Although the basic course may vary in subject matter, it generally is fairly comprehensive and tailored to fit communities in which counselors work. In several communities such as Los Angeles, the County Federation of Labor's course is accredited by the L.A. Trade Tech College. Participants receive three credit units, which can be applied toward an Associate of Arts Degree in Labor Studies at participating colleges and universities.

Advanced union counselor training courses (sometimes called Graduate Union Counselor seminars) are generally shorter and cover topics suggested by graduates of the basic course or dictated by community need. Examples of topics covered in these courses include boardsmanship training, problem-solving, listening skills, peer counseling for drug, alcohol and gambling dependency problems, dealing with lay-offs and plant closures.

The union counseling program benefits all who are involved. Union members who receive the service not only have their problems or needs brought to the attention of those most equipped to help, but they also are brought into contact with other workers who offer more than on-the-job camaraderie. As one community services staff person says, "I think the greatest thing about union counseling is that it shows there's someone interested in listening and in being helpful."

The counselor benefits from the opportunity to act on a commitment to be an active union member and "to help." Counselors also increase and gain skills in interpersonal relations and service delivery, which may be helpful on and off the job.

Participation by members as union counselors also increases union loyalty. William J. Palmertree, community services chairman for Steelworkers Local 6996 in Reading, Pennsylvania, where AFL-CIO unions have sponsored a union counseling program for the past 35 years, says, "The younger people today look toward the union for help more than the older people did years ago. They know there are a lot of services out there, and they're not afraid to use them . . . ."

Benefits to the community from the union counseling program grow as more people in need are identified, services are utilized more widely and agencies gain help in delivering assistance to greater numbers of consumers.

Counselors receive formal recognition for their work in a variety

of ways. All training courses conclude with a "graduation" at which each of the counselors is formally recognized by local union and community officials. Often counselors receive additional reinforcement from co-workers, unions and employers. Their work is often cited in a local union publication or by the president at local meetings.

Another type of recognition, which includes opportunities for ongoing involvement, is the graduate counselors association. Counselors involved in this group generally meet on a regular basis to receive further training (advanced union counselor courses), discuss problem cases, and in some communities, spearhead specific projects. For example, the counselors association in Richmond, Indiana, in cooperation with the local United Way, coordinated a food drive that collected 6,000 pounds of food and $1,000 in cash. The graduate counselors group in Columbus, Ohio, sponsored a collection of used Scout uniforms for children who otherwise would not be able to participate in Boy/Girl Scout programs. And with the Community Services Committee, 50 members of the Reading Community Services Counsellors' Alumni Association volunteered to help out with a Halloween party sponsored by a local radio station and the city to foster "the safe celebration of Halloween for Reading's children." Counselors worked four-hour shifts, distributing Halloween treats to over 8,000 children and parents.

In recent years, the union counselor idea has "spun off" in several communities. In Norfolk, Virginia, the Tidewater Graduate Counsellor's Association presents the Outstanding Counsellor's Award to a union counselor who has "given outstanding service to his/her union and the community." In Philadelphia, the Retirees Leadership Union Counselor Training Program in 1985 graduated 38 retired trade unionists from 11 internationals and 17 locals. In Cleveland, the Cultural Arts and Education Committee of the local United Labor Agency's Community Services Committee sponsors an Arts Advocate Training Program. Based on the union counselor model, it offers a 12-week course to union members, family members and friends on the arts and cultural organizations and facilities.

Although local records on union counseling have been kept for a number of years, in 1984 the AFL-CIO Department of Community Services began to issue reports reflecting the activity nationwide. In 1985, the Department reports, 5,365 counselors were trained in 102 cities across the country.

Fundraising for National and Local Causes

The involvement of union members in raising funds for nonprofit organizations may be the most "expected" of all of organized labor's community service activities. Their largest and most comprehensive fundraising activity is the annual United Way campaign. In over 150 locations, where United Way employs approximately 200 community service liaisons, union members are asked to contribute through payroll deductions.

According to the latest statistics from the United Way of America, 64% of all of funds contributed nationally originate with worker payroll deductions.

"Most of the funds come from organized labor groups because we have a program that encourages it," says Frank Emig. "We go about fundraising and allocations in a systematic, organized way, so it's only logical to assume that we're going to bring in more money than a helter-skelter approach found in many of the non-union plants."

A community services representative in one Ohio community provided some evidence of this, as he reported that although corporate gifts were reduced, organized labor generated 500,000 *new* dollars from union members in the 1985 campaign.

To keep trade union participation strong, United Way gives separate recognition to organized labor's involvement in the campaign. This has taken the form of news articles and "ads" prior to and following the campaign in the local press and United Way publications and annual reports. In some locations, United Way has appointed a labor chairman to serve along with the corporate campaign chairman.

In addition, local community services departments and United Way's Department of Labor Participation have established guidelines for labor involvement and recognition in the United Way campaign. Through the Labor Loaned Executive program, full-time union officials, labor agency staff and community services liaisons are released from their jobs and loaned to the United Way to manage "accounts," help plan and execute member giving campaigns at the workplace, make calls on union leadership and serve as troubleshooters during the campaign. In 1985, community service liaisons in 27 cities reported the utilization of labor loaned executives.

Other labor fundraising activities benefit a variety of national nonprofit organizations as well as specific projects in individual communities. The national organizations, which are "adopted" by various locals and internationals, are usually related to health care.

These include the Muscular Dystrophy Association, United Cerebral Palsy, National March of Dimes, American Cancer Society and the National Council of Retarded Citizens. Affiliates of the Public Broadcasting System and National Public Radio also have received fundraising help from labor affiliates.

The kinds of projects that benefit from the fundraising efforts and ingenuity of union members generally focus on emergency community situations or basic human needs. For example, Local 1349 of the International Association of Firefighters in Mobile, Alabama, funded an emergency family fund for fire victims and organized a benefit concert to raise money for the Pediatric Burn Unit of a local medical center. Operating Engineers Local 310 in Green Bay, Wisconsin, assisted with the Local Arthritis Association's Backyard Bonanza fundraiser, served as Salvation Army bell-ringers and organized a fund drive to provide turkeys for Christmas baskets.

In Topeka, Kansas, ten local unions representing a range of occupations and the local AFL-CIO Community Services Department have sponsored a "Chicken Flying Contest" fundraiser. The day-long event of frog-jumping, egg-tosses, "chuck-off" contests and an auction of donated items from local merchants has raised over $5,000 a year for three local nonprofits.

Services for Unemployed Workers

As unemployment figures have risen throughout the past several years from lay-offs and plant closings, labor affiliates from local community services committees to AFL-CIO's national Department of Community Services have given priority to services to the unemployed, underemployed and displaced workers. Training to acquaint union members with various issues involved with unemployment have become the focus of basic and advanced union counselor courses in hard-hit areas like Chicago, Illinois and Tacoma, Washington, and many Central Labor Councils and Community Service Labor Agencies have supplemented their regular training programs with plant closing seminars for local unions affected by business shut-downs.

Other services and activities have ranged from setting up unemployed discount purchasing programs to the establishment of an unemployment center involving hundreds of union volunteers to provide services to workers and their families.

Labor participation in food collection and food bank programs has been another facet of the services provided to unemployed workers. In addition to the many locals, Central Labor Councils

and state labor bodies that individually, or as a joint project with management, collected food and cash donations, CLCs and local unions were responsible for spearheading many efforts:

- In Richmond, California, the local Central Labor Council heads a coalition of the local Volunteer Center, county Social Services Department, American Red Cross, U.S. Postal Service and local churches. Volunteers collect, sort and distribute food to a variety of emergency pantries and programs serving children and the elderly.
- A community services liaison in St. Joseph, Michigan, serves as the president of a separately incorporated coalition of emergency food providers and developed materials on how to set up a food bank.
- In Duluth, Minnesota, volunteers from the community services committee run the Food Shelf Referral and Certification program, which helps cut the red tape for unemployed workers and others in need of food by providing written verification to local food shelves.

Many unions participate in USDA surplus goods distribution. Volunteers help load and unload food, direct food recipients through the lines, and insure proper application and screening by recipients.

Locals and CLCs also have applied their particular talents and skills to food bank operations. The Building and Construction Trade Council of Northeast Pennsylvania, for example, volunteered to renovate a Catholic Social Services soup kitchen. The council also contacted suppliers and contractors to donate the needed building items.

Volunteer union electricians and refrigeration mechanics built two walk-in coolers for the Mobile, Alabama, Bay Area Food Bank. The work was done by participants in the displaced workers retraining program who were supervised by instructors from the Carpenters-Pile Drivers union. The business agent of the Plumbers, Steamfitters and Refrigeration Mechanics and the UAW Community Services Chairman serve on the food bank's board of directors.

In Des Moines, Iowa, journeymen of the International Brotherhood of Electrical Workers Local 347 upgraded the electrical system for the Central Iowa Food Bank.

Disaster Relief—An Ongoing Priority

Mobilizing its members, skills and facilities to assist with natural

and manmade disasters is one of the most visible ways in which organized labor provides community services. Following the 1985 Mexico City earthquakes, for example, AFL-CIO President Lane Kirkland issued a fundraising appeal to all affiliates. Through a variety of efforts, union members at every level donated approximately $150,000, raising an additional $8,000 to aid communications between earthquake victims and their families in the U.S.

AFL-CIO Community Services leadership places importance on assisting with relief efforts and stresses the need for union members to be prepared for disasters. Job descriptions of both union counselors and community services representatives indicate that disaster preparedness and relief is an important priority. Basic training courses for union counselors and community services representatives include sessions on Red Cross disaster services and how unions can tie in with them.

The AFL-CIO, both nationally and through many of its local and international unions, has signed agreements with the American Red Cross to provide assistance in times of disaster. In 1984, the International Brotherhood of Teamsters signed a similar agreement with the Red Cross, pledging the help of its retirees in both disaster preparedness and relief activities.

One of the most significant examples of disaster preparedness and relief efforts by organized labor is the Disaster Coastline Project. Profiled at the end of this chapter, this collaborative effort of labor, management and local Red Cross chapters provides facilities and equipment for disaster relief purposes along 2,000 miles of coastline from Texas to Virginia.

Involvement on Community Boards

One of the five aims of the local community services committee is "to provide the central labor body with active members willing to serve as labor representatives on the boards and committees of the community's human services agencies."

To assist the local Community Services Committee in that job, union counselors are encouraged to serve as board members of nonprofit organizations, as are the paid community services liaisons serving in local United Ways and Red Cross chapters and the paid labor staff from Community Service Labor Agencies.

To date, there is no national data on the types and numbers of board memberships held by union members, although reports from local labor affiliates indicate that involvement is taking place. For example, in Grand Rapids, Michigan, the Labor Participation

Department published a list of 32 boards or committees on which union members participated. The listing was the department's way of recognizing active members and encouraging others to get involved as board members. The community services committee in Green Bay, Wisconsin, not only solicits union members to serve on boards and committees but also runs a seminar on community leadership to prepare prospective board and committee members for their jobs. In addition, over the past several years, awards given out at union counselor graduation ceremonies, United Way recognition events and local Community Services Committees have begun to include recognition for union board members.

Group Projects to Meet Specific Community Needs

Examples abound of how union members cooperate within their own unions, form coalitions with other unions and create partnerships with community agencies, government and business to solve community problems. Since 1981, some of their outstanding efforts have been recognized by the President's Volunteer Action Awards, a program cosponsored with the White House by VOLUNTEER—The National Center and the federal ACTION agency. A small number of other individual union members and projects have been recognized by awards and ceremonies both inside and outside the trade union movement.

Although most efforts go unrecognized, they are undertaken for both practical reasons—to expand services available to union members—and for more philosophical ones, such as those expressed by Frank Emig.

"We feel that by participating in activities of voluntary agencies and by working to support them, we make our communities a better place in which to live, not only for our members, but for everyone," he says.

Those activities span the human service needs spectrum. Green Bay, Wisconsin's Labor Community Services Committee, for instance, made a long-term commitment to the Family Violence Center of a local hospital. In addition to painting and carpeting its offices, the Committee provided Thanksgiving and Christmas dinners and gifts and completed a number of refurbishing projects for the center's domestic abuse shelter. The committee has raised the money to fund these projects.

In Monitor, Indiana, six laid-off union members from IBEW Local 668 contributed 160 hours of electrical work for the New Direc-

tions alcohol and drug abuse treatment center. Director Dale Cummings said the work saved the center $4,000 to $5,000 in time and donated materials that the men obtained from local businesses.

The Mobile, Alabama-Pensacola, Florida Building and Construction Trades Council renovated a Boy's Club camp destroyed by a hurricane. Volunteers from the Operating Engineers, Electricians and Plumbers, and Pile Drivers locals cleaned the site, restored power and water and built needed facilities. Union bricklayers built a pumphouse with blocks supplied by the Teamsters. Millwrights contributed mercury vapor lights, and firefighters equipped the finished camp with fire extinguishers and smoke alarms.

In Seattle, the Union Retirees Resources Division of the AFL-CIO King County Labor Council assists low-income elderly with minor home repairs they could not afford otherwise. The program assisted over 2,000 clients in 1982, the year it won the President's Volunteer Action Award.

Whether union members are initiating or participating in a project to handle a specific local community need or are involved with a nationwide community service priority, volunteering continues to be an accepted aspect of union membership. The challenge for organized labor is to begin to view volunteering by members as a vehicle that can help achieve its goals of strengthening membership and making the trade union a more relevant aspect of workers' lives. To do this, it must reveal this "best kept secret" and elevate community service to a level of increased importance in its priorities.

PROFILES OF UNION VOLUNTEER INVOLVEMENT

Meeting Individual and Community Needs

Central Arizona Labor Council

The skills, time and caring of many of the 38,000 members of the 85 union locals that make up the Central Arizona Labor Council in Phoenix, Arizona, are regularly donated to their community. The people they help range from the disabled and homeless to the sick and unemployed, and their efforts are as varied as their talents.

Many of these are building projects. For example, since the 1950s, union members have volunteered to construct all of the area's Boys Clubs and many of the community-run halfway houses. In one of their latest efforts, union volunteers solicited materials from union contractors and spent every Saturday for three months building an extension to a training school for developmentally disabled children.

In another building project, the Central Arizona Labor Council joined with the City of Phoenix to construct a shelter for the homeless. The city paid for the materials, and union volunteers provided $150,000 worth of manpower.

In 1984, almost 30 elevator construction operators on their own time installed an elevator in a training center for persons with Downs Syndrome.

Twice in the past five years, more than 4,000 members of the Postal Workers, Letter Carriers and Teamsters unions have collected nonperishable food products on their mail routes one day each year. They also helped sort and distribute the items. In 1984, they

collected over 90 tons of food, which fed 2,900 families. The letter carriers also participate in the Carrier Alert Program where they report uncollected mail at homes that could indicate a sudden illness or accident.

In addition, the Phoenix unions have been supporting an employment and development service, managed by two union members, that has provided 250 job-seekers with free vocational counseling, advice on filling out job applications and writing resumes, interviewing techniques and other skills required to re-enter the job market.

Since the year that polio vaccine injections were first administered, union volunteers have handled the logistics of setting up flu-shot sites at busy Phoenix shopping malls. Many members earmark a part of their union dues for community needs, such as paying the rent and telephone bills for a year for the local Child Identification Project. In addition, they joined other project volunteers in helping to fingerprint 170,000 area children.

"We are trying to increase public awareness that we are people's brothers and sisters, aunts and uncles—that we are citizens first and that we contribute to the community," explains Joseph Costa, executive director of the Central Arizona Labor Council's Community Service Agency.

In 1985, the Central Labor Council received national recognition for its work when it was selected as a citationist in the President's Volunteer Action Awards program.

Omaha Federation of Labor

Two days before Christmas 1984, Terry Moore, president of the Omaha Federation of Labor, and Art Miller, manager of the Heartland Chapter of the American Red Cross, accepted a big challenge: how to provide a shelter for homeless families with limited resources in the dead cold of an Omaha winter.

Both men were determined to convert a deserted building offered by the St. Vincent de Paul Society into a permanent shelter for homeless families. But the immediate priority was to make the building habitable, because many homeless persons were to sleep there during the renovation period.

Union members from seven union locals—steamfitters, electricians, bricklayers, laborers, plumbers, carpenters and painters—volunteered right away. They began by inspecting the structure. Then, using material contributed by a union contractor, they installed a reliable temporary heating system. Forty homeless per-

sons stayed there each night, made comfortable with blankets, cots and other necessities donated by the Red Cross.

For the renovation work—a job that would have cost $150,000 for both labor and materials—union members solicited union contractors and retail stores for donated materials, and 96 union members volunteered their time and skills for the project.

Some examples of their accomplishments:

- Laborers Local 1140 and Steamfitters Local 464 removed the useless steamboiler and pipe system in the two-story brick house and installed a new permanent heating system.
- Bricklayers Local No. 1 spent 334 hours building a new basement and fire exit, enlarging basement windows and dismantling and sealing two useless chimneys.
- Plumbers Local 16 donated 468 hours to add new pipe and replace two rotted bathrooms with six new ones.
- Electricians from IBEW Local 22 contributed 504 hours to rewire all 28 rooms and install a new power line, fixtures, outlets, fans and a fire alarm system.

The renovation was completed in August 1984, and the St. Vincent de Paul Society had the building furnished for permanent occupancy by Thanksgiving. The 39-person shelter can accommodate families in private rooms and includes a kitchen, laundry and recreation room.

"Organized labor," said Dewey Bredemeyer, president of the St. Vincent de Paul Society, "is the one and only reason you see today an 18-bedroom facility that looks mighty nice, instead of a nine-bedroom, barely adequate facility."

The Omaha Federation received a 1985 citation from the President's Volunteer Action Awards program.

Metropolitan Baltimore Council's Unemployed Discount Program

In 1984, unemployment, already a severe problem in the Baltimore metropolitan area, was worsening. Steel mills and two major shipyards had closed and three plants were shutting down. Moreover, many of the jobless had exhausted their unemployment benefits.

It was this crisis situation that prompted the Metropolitan Baltimore Council, composed of 204 union locals affiliated with the AFL-CIO, and the Health and Welfare Council, a Baltimore nonprofit agency, to establish the Hotline for the Out of Work, an information and referral service for the unemployed. Since many of the

hotline calls—nearly 4,000 in six months—were requests for financial assistance, a committee of active union members representing carpenters, laborers, clothing workers, steelworkers and public employees developed the Unemployed Discount Program.

The program offered consumer discounts and price reductions from about 130 area merchants and businesses. Within a month after the program was launched in mid-November 1984, 700 individuals and families had registered for the program. Over 100 volunteers, half of whom were union members, solicited merchants and professionals, handled the nine registration sites and did clerical work. In addition, the unions donated printing services for the informational materials, which the volunteers distributed to the unemployed.

Volunteers also conducted community outreach, calling unemployed persons to inform them about such resources as surplus food distribution, retraining and job search programs, and other forms of assistance.

"The union members and other volunteers care about the unemployment problem," says Susan Yochelson, director of community services for the Metropolitan Baltimore Council of AFL-CIO Unions. "They do everything they are asked to do. It makes them feel good to lend themselves to a project that helps everyone."

The Metropolitan Council received national recognition for this project as a 1985 citationist in the President's Volunteer Action Awards program.

Disaster Coastline Project

When a tornado, followed one week later by flooding rains, devastated the City of Water Valley, Mississippi, several years ago, the American Red Cross had its disaster relief headquarters ready: a union hall, complete with donated equipment installed by union volunteers.

That is only one example of the collaborative efforts that have provided 80 union halls as ready-to-use disaster relief headquarters along 2,000 miles of coastline from Texas to Virginia.

"The Disaster Coastline Project is a prime example of positive coordination among labor, management and local Red Cross chapters," says American Red Cross President Richard T. Schubert.

Members of 68 locals, representing 19 international and national trade unions, signed an agreement with the Red Cross to use their union halls as emergency disaster relief headquarters. They equipped the halls with telephone lines and electrical generators,

donated by communications companies and utilities.

In 1984, 406 union volunteers—communications workers, carpenters, textile and clothing workers, steamfitters, steelworkers, plumbers, carpenters, longshoremen, ironworkers, and others—donated their time and skills in times of disaster. The union members wired communications lines, built shelters for the donated generators, helped feed disaster victims, assisted with emergency transportation and handled many other needed tasks.

For example, 151 union volunteers from 17 International Brotherhood of Electrical Workers (IBEW) locals maintained electrical generators at the union halls. This required three volunteers at a time to remain on 24-hour standby during emergencies. In addition, 30 volunteers from six communications union locals agreed to train ten people each to enable them to set up facilities for the Red Cross.

Union volunteers have not only contributed their time and talent to the project, but also have been responsible for getting the support of utilities and communications companies' management to donate needed equipment and materials.

The project began in the Red Cross's Southeast Region. "These centers help us meet the immediate needs of people in disaster situations," said Chuck Johnson, regional director of labor participation. "We don't have much trouble getting shelters for people, but we need administration headquarters. People have said this is the best project the labor movement has ever been involved in. These centers are big and beautiful and labor unions should be very proud."

ARC and the unions are now expanding the program across the country.

"For years, organized labor has held the belief that if we are to be of real use to our members, we must assist whenever possible in helping their families and the members of their communities," says IBEW President Charles H. Pillard. "This project is that type of result when unions and employees work together for a common good."

The dollar value of the contributed equipment, machinery and manpower made available for the sites is estimated at more than $10 million.

At White House ceremonies in 1985, IBEW President Charles Pillard accepted a President's Volunteer Action Award from President Reagan on behalf of the Disaster Coastline Project.

San Diego & Imperial Counties Labor Council, AFL-CIO

To address the varied needs of the large number of unemployed union members in the San Diego area, the San Diego and Imperial Counties Labor Council formed the Unemployment Information and Assistance Center. It recruited over 350 members, both employed and unemployed, who volunteered to conduct food drives, help prepare food packages and distribute surplus commodities.

Members with trucks pick up foodstuffs and supplies. Volunteers with cars provide transportation to medical appointments. Others assist with union office work. When an unemployed person calls and asks for assistance, he or she is requested to assist in the distribution process in return for the food.

To guarantee the best possible services, the council works with the United Way, the Regional Employment Training Consortium and the Employment Development Department.

During 1984, the council raised enough food and money through special drives to prepare 1,676 family-size boxes that members distributed. The council also distributed 40,000 pounds of surplus commodities such as cheese, butter, flour, rice, honey and dry milk.

Through the participation of Council Secretary-Treasurer Joseph Francis on a number of boards, including the United Way, San Diego Job Development Task Force and the Interim Board of Utilities Commission Action Network, the council also was able to assist unemployed workers with utility bills, rent and mortgage payments, dental care and referrals to community health clinics.

The Unemployment Center was one of 18 winners of the 1984 President's Volunteer Action Award.

Firefighters Union Local 63

When the Quincy, Illinois, Meals on Wheels program needed additional volunteers, the local Volunteer Center approached the 72 members of Firefighters Union Local 63. Would they volunteer to deliver meals, using their own cars and gas? The firefighters put the question to a union meeting and received a resounding "yes."

That was in 1975. Since then, every Tuesday the firefighters deliver meals to the 15 persons on their route. At Christmas time, they don their uniforms to deliver 91 meals and a Christmas card, covering all of the routes. They also cover the $2.50-per-meal cost. In 1984, they delivered 30,717 meals, and the program continues to grow.

"Without caring persons such as the firefighters," says Rose Elliott, coordinator of Meals on Wheels at the Volunteer Action Center of Quincy, "the Meals on Wheels program could not exist."

In addition to their involvement with Meals on Wheels, many of the firemen devote their off-duty time to other nonprofits, soliciting funds and organizing fundraising events. These include the Annual Firefighters Ball, the Country and Western Show, the "Fill the Boot" campaign for which they use large boots to collect donations from the public, and a bowling tournament.

"We appreciate the recognition these activities have given firefighters," says Lt. Edward Fletcher of the local's 1985 President's Volunteer Action Award citation, "but we would do it anyway because we enjoy it."

Local 61 of the International Union of Operating Engineers, Employees of Rohm & Haas Company

Motivated by the good health of his own children and concerned about helping those children less fortunate, Richard Taylor responded to a news release requesting assistance in developing and building physical therapy equipment for the Philadelphia Easter Seal Rehabilitation Center.

An employee of Rohm & Haas Company, an international chemical specialty business, and the shop steward of Local 61, Taylor recruited other union members to support the cause. Thirty-five responded by applying their carpentry skills to building the needed equipment.

Taylor enlisted his company's support to provide use of the plant's facilities to build the items and to donate the funds needed to buy all materials. It was his intention that no cost be incurred by the Easter Seal Society. All equipment was built on the union members' own free time.

By 1981, the Easter Seal Rehabilitation Center had acquired 58 pieces of equipment, professionally built for strength and safety and worth about $3,000. The primary beneficiaries are the handicapped children, ages 2 through 8, who can use the equipment to become more independent and reach their full potential.

Local 61 received a 1982 President's Volunteer Action Award for this effort.

Chapter 6

SMALL BUSINESS VOLUNTEER PROGRAMS

Small businesses may soon play as important a role in the volunteer community as they do in the American economy. Though available data on their involvement in supporting and encouraging volunteering is not extensive, their potential for contributing to community problem solving is becoming more recognized.

According to Robert V. Van Fossan, chairman and chief executive officer of the Mutual Benefit Companies, "Working closely with [small business] on a variety of volunteer projects has given us new insight into the special qualities which small businesses bring to this field."

Traditionally, small businesses like the "mom and pop" grocery store, family-owned pharmacy and soda fountain, and printers, florists and jewelers have been involved in community service because of the owners' special interests. Findings from the 1984 Mutual Benefit Life national survey of small businesses confirm the involvement of their senior executives as volunteers: A random sample, which included owners, presidents and senior managers of independent businesses with under 200 employees in 32 metropolitan areas and an additional 391 firms in Kansas City, Salt Lake City, Seattle and Tucson, was surveyed. A significant 89% of respondents indicated that they were active as volunteers.

Small businesses, as much if not more than their larger counterparts, have a vital interest in the health of their community and thus in helping to solve its problems. Also, because the relationship

between management and employees is often closer in a small business, the informal influence an owner has on employees can often result in greater employee volunteering.

Frank Sida, general manager of Rainbo Oil Company in Salt Lake City, Utah, for example, has involved more than 90% of Rainbo's 185 employees in the annual Toys for Tots campaign. Sida's commitment to the project began in 1956, when as a Marine based in Okinawa, he participated in a similar program.

"Employees feel proud and have greater respect for themselves and for Rainbo when they see the evidence of the company's concern and compassion in the children and the families we're able to help," Sida says. "And if the company fulfills its responsibility and obligation to contribute something back to the community, that's returned through the more favorable image we have in the community."

Marigale Maly, president of Husky Industrial Maintenance, Inc., in Tucson, Arizona, publicizes to her employees the volunteer opportunities available in the agencies in which she is involved.

"People in leadership positions in business need to get involved and stretch themselves a little through that involvement," she says. "It's part of our responsibility—if we don't do it, no one else will."

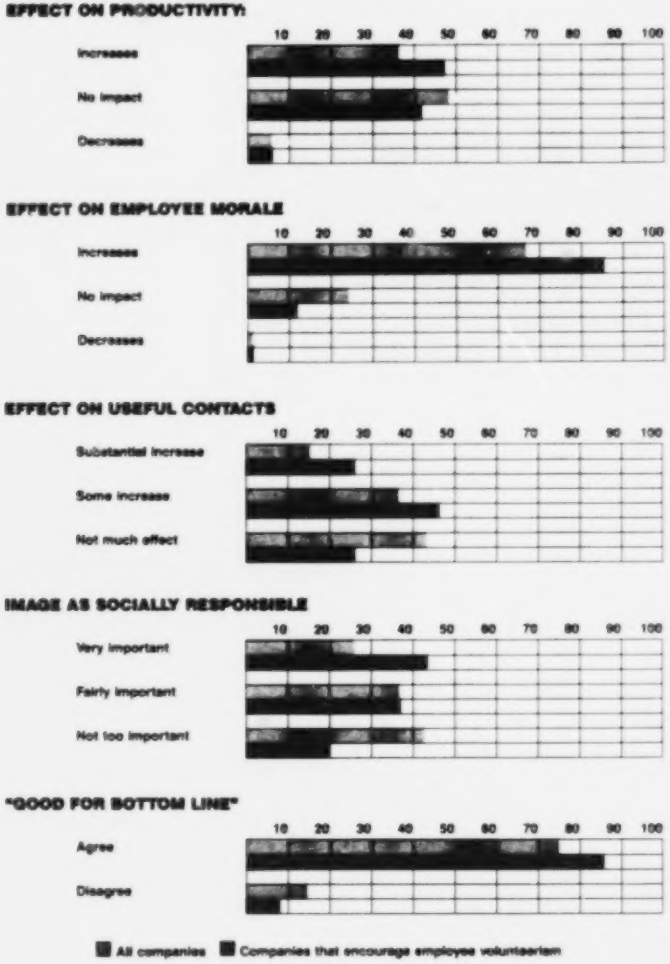
Davis Advertising, Inc., in Orlando, Florida, is a small firm of ten employees that assists its community in a variety of ways. For example, employees applied their special skills to develop a fundraising and marketing campaign for Junior Achievement. They also designed a new logo for United Way, reprinted a child abuse booklet for the Greater Orlando Crime Prevention Association and recruitment posters for the police department.

Jack Davis, president, believes that his business gains from the opportunity to promote what it can do with different audiences, as well as from the endorsements it receives from the board members of the nonprofit organizations the company assists.

More than half of the companies responding to the Mutual Benefit small business survey cited additional benefits such as increased visibility and image, broadening business contacts, improved employee morale, and ease in hiring new employees. Over 75% agreed that volunteering is good for the "bottom line." Chart A, from *The Mutual Benefit Life Report II: Small Business Commitment to Volunteerism and Community Involvement*, illustrates the survey findings in more detail.

Chart A:

Small Business Benefits of Volunteerism

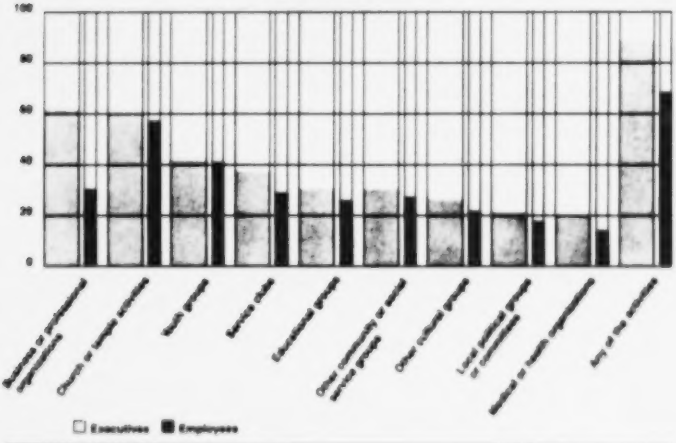


Mutual Benefit Life Report II: Small Business Commitment to Volunteerism and Community Involvement

The specialized services that many small businesses have to offer, such as accounting and advertising, resource management and long-range planning, can be of great assistance to nonprofit agencies and neighborhood groups. Often contending with similar obstacles to meeting their goals, like shoestring budgets and not enough staff, small businesses can easily relate to the day-to-day operations and problems of many nonprofits.

Focused areas of employee and executive involvement, as reported by Mutual Benefit, are illustrated in Chart B.

Chart B:
Small Business Involvement in Volunteer Activities



Encouraging and Supporting Employee Volunteering

Though a majority of small business executives are volunteers, they place less emphasis than larger companies on providing support and encouragement to their employees. Only about one third of the small business respondents to Mutual Benefit's survey reported any kind of formalized system to promote volunteer involvement. Many small businesses prefer to view community support in terms of traditional philanthropy and in-kind services.

The following chart compares Mutual Benefit's survey findings on how small businesses encourage and support employee volunteering with VOLUNTEER's 1985 survey on large companies.

Activity	Mutual Benefit's Small Business Findings	VOLUNTEER's National Survey Findings (Large Corporations)
Encourage employees to serve on boards of nonprofit agencies	30%	95%
Regularly provide information about volunteer opportunities to employees	25%	68%
Participate in or sponsor group volunteer projects	21%	72%
Loan personnel to assist nonprofit organizations for short- or long-term projects in management, finance, etc.	21%	76%
Recognize volunteer involvement in company publications	17%	83%
Allow nonprofit organizations to recruit volunteers on premises	15%	27%
Sponsor awards programs to recognize volunteers	14%	47%
Match individuals with volunteer opportunities	9%	33%

As these findings indicate, although small businesses are involved in the same range of activities to encourage and support employee volunteering, they are not involved to the same degree as their "big business" counterparts.

Group Projects

The small businesses that encourage group or team projects find that they often enhance their community contributions while drawing more attention to the company. First National Bank employees in Port Washington, Wisconsin, for example, have sponsored food drives, annual Big Brother/Big Sister softball games and a five-mile runathon, and participated in other projects.

"The $25,000 we spend for paid advertising each year doesn't do nearly as much for our business as our involvement and the involvement of our employees in the community," says Erik Moeser, FNB president.

In Redondo Beach, California, many small businesses have joined School Teams for Educational Partnerships (STEP 1), a networking program through which educators, volunteers from business and industry, and representatives of higher education work together in a school district to address mutual educational concerns through partnerships programs. In Seattle, small businesses serve as work-training sites for students.

An annual Thanksgiving dinner that feeds 300 to 400 senior citizens in Dallas is sponsored by Rudy's Tortillas, a small, minority-owned business. The owner, his wife, six children and 30 employees sponsor the dinner, making facility and catering arrangements, serving the meal and providing entertainment and transportation. To cover expenses, Rudy's uses the proceeds from a summer golf tournament it sponsors.

Responding to federal funding cutbacks in 1983, the Los Angeles Area Chamber of Commerce initiated a "Lend a Hand . . . LA" campaign to involve business volunteers with community nonprofit organizations. A resource book, "Lend a HandBOOK," profiled community projects in need of assistance and listed the number of volunteers, special skills or equipment required. Shimuzu America, for example, refurbished a playground in the "skid row" area of Los Angeles, and Dolores Canning Company adopted a local elementary school.

Since 1983, some local community chambers of commerce have continued the program, which has served as a model for other groups nationwide. The program was unique, according to Co-chairperson Rita Moya of General Telephone of California, "because it allowed small- and medium-size businesses the chance to participate on a level with the larger corporation, which because of its size and financial strength, most often leads the way in volunteer programs."

Joint Projects

Small businesses also have had an impact on community problem-solving through joint projects. In Ozaukee County, Wisconsin, working through the Milwaukee Voluntary Action Center, they formed a coalition to address particular community needs through joint projects. A representative from each business serves on the

administering body that selects the projects and plans the activity. Team representatives recruit their co-workers and obtain in-kind donations from their company for the project. In 1985, the inter-company Involvement Corps team involved 13 member companies with employee populations of 25 to 200 workers.

In Seattle, Windermere Real Estate received good publicity for a number of joint projects performed by its 18 offices' employees and 400 sales associates throughout June 1985. They cleaned up parks, painted school walls covered with graffiti, built a covered bus stop, treated retiree home residents to a day at an amusement park, and remodeled a building the company had sold to a senior center.

Because of the nature of the real estate business, released time was not a problem for sales associates. On June 21, a focus day for many of the projects, every office reported nearly 100% participation in the volunteer activities.

"The community benefited because, in the best spirit of volunteerism, paid work was not replaced but something needed was provided through the extra efforts of volunteers," says Gale Hofeditz, director of communications for Windermere Services Company. "To the independent Windermere sales associates, the projects created something very special. It was a chance to work together with colleagues rarely seen and to give something back to the neighborhoods which support them."

Factors That Influence Small Business Volunteering

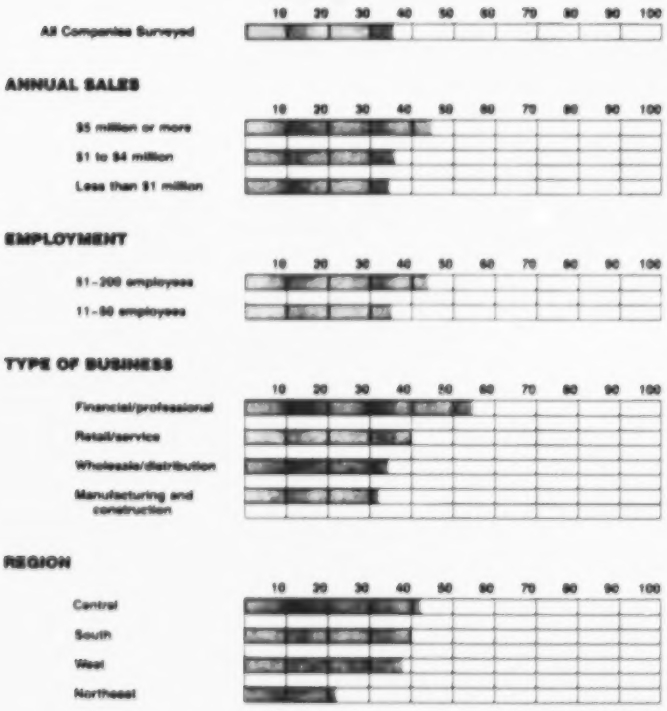
As with large corporations, a number of factors influence whether a small business will encourage and support its employees as volunteers and the extent to which the support is structured to carry out that commitment. Some are the same, such as top management support for volunteering and the degree of employee interest. More important determining factors are ease of access to "prepackaged" information about volunteer activities, the type of business, its number of years in the community and its financial health.

Many small businesses whose staff perform multiple roles indicate that having "prepackaged" information about volunteer opportunities and activities is an important element in supporting employee involvement. Recruitment posters, planned projects and materials to assist in project implementation all play a key role in reducing the amount of staff time necessary to coordinate volunteer activities and getting the small business to support the effort.

Volunteer Centers and corporate volunteer councils are two sources for this type of volunteering support.

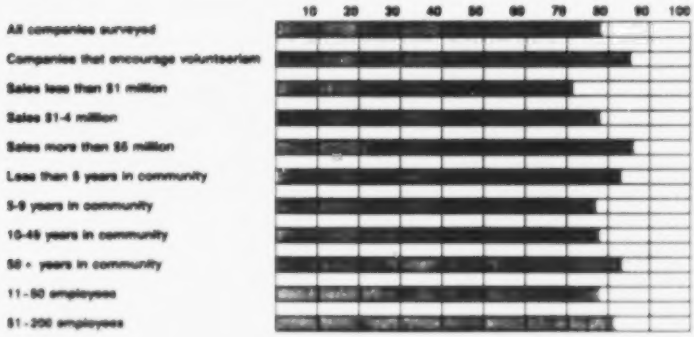
According to *The Mutual Benefit Life Report II*, small businesses that deal more directly with the public—financial, retail and other service industries—are more likely to support an employee volunteer program, probably because they perceive more tangible benefits from such programs than do manufacturing or construction industries. Small businesses with higher sales and with more years in the community also are more likely to support volunteer involvement (see Charts C and D).

Chart C: Small Businesses That Encourage Employee Volunteerism



Mutual Benefit Life Report II: Small Business Commitment to Volunteerism and Community Involvement

Chart D:
A Sense of Corporate Obligation Among Small Businesses



Mutual Benefit Life Report II: Small Business Commitment to Volunteerism and Community Involvement

There is a continuing need to educate and remind small businesses that volunteer involvement can fulfill a sense of community responsibility, while having a positive effect on the company itself. The 1984-85 White House Challenge Forums for Small Business, for example, offered a series of training seminars to encourage small business involvement in volunteer programs. Cosponsored by Mutual Benefit and VOLUNTEER in conjunction with the White House Office of Private Sector Initiatives, forums in Newark, Seattle, Tucson, Salt Lake City, and Orlando, Florida, attracted a total of over 400 managers and owners of small businesses and 300 representatives of nonprofit agencies. They generated so much interest that Mutual Benefit published a written pamphlet for small businesses interested in employee volunteering. "Your Small Business: A Big Contributor" discusses why small business employees make outstanding volunteers and the benefits of community involvement. It illustrates with examples of small business involvement and explains how to get started.

The following mini-profiles were developed for the White House Challenge Forums by VOLUNTEER in cooperation with Mu-

tual Benefit to illustrate the variety of ways small businesses are involved in volunteering.

Iris Arc Crystal

Several years ago, during a company slow-down, Iris Arc Crystal owners Jonathan Wygant and Frances Patruno decided to loan their employees to the community one day a week, instead of laying them off. They figured this would more than offset the cost of recruiting and training new employees. Elderly and disabled people in the community were beneficiaries of this decision, as the "Arc Angel Service Project" provided them with volunteer help to clean their homes, make small repairs and perform other small chores. Referrals came from the county welfare department, Community Action Commission, Catholic Social Services and other social service agencies.

Iris Arc Crystal has grown since 1982, so slowdowns are no longer a seasonal event. But they laid the foundation for involvement in the community, and the Arc Angel Service Project continues. Iris Arc's production department coordinates all participation in the projects. After determining weekly production needs, it sets up a work schedule that accommodates time for volunteering.

Though released time from the job is no longer granted for the "housecleaning" projects, almost 20% of the employees regularly participate in such projects and in others such as entertaining at local nursing homes. The company encourages its employees to volunteer by regularly posting information about volunteer opportunities, recognizing employee volunteer involvement with a monthly employee service award and allowing nonprofits to recruit employees on company premises.

It also makes monetary contributions to agencies and organizations where employees are active as volunteers and donates crystal figurines to be used as patient gifts at local nursing homes and hospitals. During the Olympic Torch Relay in 1984, the company sponsored a runner, donating the money raised to two local nonprofit organizations and gave interested employees time off to watch the historic event.

Iris Arc's owners, as well as its advertising and production manager, cite a variety of benefits from their support of such activities:

1. Employee morale improves, which in turn boosts productivity and loyalty.
2. Good publicity and increased interest from potential customers results. (Such interest and resulting increase in business has

been documented by the company.)

3. Other businesses see the positive association between volunteering and its benefits.

According to Ed Rosenblatt, manager of advertising for public relations/product development, Iris Arc Crystal's primary reason for encouraging and supporting its brand of community involvement is simply an extension of its overall goal: "To have a positive effect on society as well as to make money."

Ben Bridge Jewelers

> A mark of a good organization is the cooperation of that organization with community development and service. It is expected that each store manager will participate in mall activities and service clubs within its area, such as Rotary, Kiwanis, Soroptomist, Chamber of Commerce, etc. The annual dues and weekly meeting expenses will be paid. A company's success is measured by the service it performs for its customers and in the community. Therefore, all managers are encouraged to participate in other worthwhile activities.—*Ben Bridge Jeuelers Credo and Statement on Participation in Community Affairs*

This policy statement, found in Ben Bridge Jewelers' operating manual, is based on company founder Ben Bridge's philosophy of giving to charitable organizations. It translates into a variety of community service activities involving its 200 employees and President Herb Bridge, who serves on a number of community boards in Seattle. Each of the company's 20 store managers is also involved with service and community organizations, setting the tone for employee group involvement in such projects as Muscular Dystrophy bed races, March of Dimes walkathons and other fundraising events. On a case-by-case basis, the company grants time off and makes donations of materials and supplies in support of the projects.

The company encourages employee volunteering by placing notices of volunteer opportunities in its weekly employee bulletin, and considering volunteer involvement in its selection for "Associate of the Month." Herb Bridge sees improvement of employee morale, a good image for the company and the provision of needed services to the community as the three most important "pay-backs" for Ben Bridge Jewelers, which is the "catalyst to letting our employees know what's going on and how they can help in the community."

Casa Sanchez

Casa Sanchez, a Sacramento-based manufacturer and distributor of Mexican food products that employs 26 part-time and full-time workers, became involved in its community in 1978 when President Robert Sanchez headed the local merchants association. That group decided something was needed to unite the businesses and residents of the 24th Street community in San Francisco's Mission District. It decided to sponsor a community street fair, which was so successful it has become an annual event, now attracting more than 40,000 people.

In addition to providing leadership for the fair, Casa Sanchez has mobilized its material and employee resources to sponsor community clean-up days, fundraising carnivals and bake-offs, donating the use of cooking equipment and a variety of its merchandise. The company also loans its offices for community meetings.

Under the leadership of Sanchez and a part-time community organizer hired to assist the company with its community involvement activities, almost half of its employees are regularly involved in company-sponsored projects or individual assignments on nonprofit boards of directors.

The company encourages this involvement by regularly communicating community needs and volunteer opportunities to its employees and by giving recognition to their efforts at public events as well as internal meetings.

Sanchez notes that the benefits of these company activities affect his employees and business in a positive way. His employees gain personal satisfaction from their involvement, which also keeps them better informed about community issues—all of which, Sanchez says, "can't help but be beneficial to my business."

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